

Employment Committee

Wednesday 16 December 2015

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 16 December 2015 at **4.30** pm.

Membership:

	Councillor Mrs Bunker (Chairman)	
Councillor Butler		Councillor Mobbs
Councillor D'Arcy		Councillor Murphy J.P.
Councillor Day		Councillor Naimo
Councillor Mrs Evetts		Councillor Rhead
Councillor Heath		Liberal Democrat Vacancy

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meetings held on 17 June 2015 and 16 September 2015.

(Item 3/Page 1)

4. **Financial Inclusion Project Officer**

To receive a report from Housing & Property Services

(Item 4/Page 1)

5. **People Strategy Update**

To receive a report from Human Resources

(Item 5/Page 1)

6. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Nos.	Para Nos.	Reason
7 to 10	1	Information relating to an Individual
7 to 10	2	Information which is likely to reveal the identity of an individual

7. **Building Control Re-structure**

To receive a report from Development Services

**(Item 7/Page 1)
(Not for Publication)**

8. **Warwick District Council Establishment Changes due to Telephony Return to Riverside House**

To receive a report from Contract Services

**(Item 8/Page 1)
(Not for Publication)**

9. **HR Resources Review**

To receive a report from The Chief Executive

**(Item 9/Page 1)
(Not for Publication)**

10. **Minutes**

To confirm the confidential minutes of the meetings held on 17 June 2015 and 16 September 2015

**(Item 10/Page 1)
(Not for Publication)**

(*Denotes those items upon which decisions will be made under delegated powers, as previously granted by Council).

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 353362

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Enquiries about specific reports: Please contact the officers named in the reports.

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Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 353362 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 353362.

Employment Committee

Minutes of the meeting held on Wednesday 17 June 2015 at the Town Hall, Royal Leamington Spa at 4.30 pm.

PRESENT: Councillors Mrs Bunker, Butler, Day, Mrs Evetts, Heath, Mobbs, Naimo, and D'Arcy

An apology for absence was received from Councillor Rhead.

1. **Appointment of Chairman**

It was moved by Councillor Day, and duly seconded that Councillor Mrs Bunker be appointed Chairman of Employment Committee.

Resolved that Councillor Mrs Bunker be elected Chairman of Warwick District Council's Employment Committee for the municipal year 2015/16.

2. **Declarations of Interest**

There were no declarations of interest.

3. **Minutes**

The minutes of the meeting held on 25 March 2015 were agreed and signed by the Chairman as a correct record.

4. **Amendments to Officer Employment Procedure Rules**

The Committee considered a report from the Democratic Services Manager and Deputy Monitoring Officer that brought forward proposals to amend parts of the Council's Constitution to ensure it was brought in line with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.

The proposed changes related to the processes required before notice of dismissal could be given for the posts of the Head of Paid Service, Monitoring Officer or the Chief Finance Officer. In essence the regulations-

- Required full Council approval before a notice of dismissal could be given to the Monitoring Officer or Chief Finance Officer;
- Abolish the requirement for a designated independent person (DIP) to investigate allegations of misconduct;
- Replaced the DIP scheme with a requirement to have two independent persons on the disciplinary panel;
- Independent persons were those persons appointed for the purposes of the member code of conduct regime; and
- Fixed the maximum amount of remuneration payable to independent persons

The Regulations provided new arrangements for taking disciplinary action against the most senior Council staff, to be given effect by councils modifying their standing orders. Provision was made for councils to make

EMPLOYMENT COMMITTEE MINUTES (Continued)

this modification no later than at the first ordinary Council meeting held after the 7 May 2015 elections (for Warwick District Council this was 24 June 2015). The Regulations came into force on 11 May 2015.

The Committee was informed at the meeting that a letter from the Local Authorities Association of Chief Executives (LACE) had been received after the agenda and report had been published. This letter set out an objection to the recommendations since the Association's position was that negotiations were ongoing about the new procedures and these had not yet been concluded. The Council had sought legal opinion on the letter from LACE and this advised that the procedure must be adopted irrespective of negotiations and was a statutory requirement.

It was explained that the adoption of this regulation could result in a "twin hatted" approach should a situation covered by the procedures arise then investigations may need to be conducted by a person independent of the Council and the panel formed to include two independent persons from the Standards Committee. In addition, if one of the statutory officers left and had been replaced, their replacement would be subject to different conditions from the remaining most statutory officers.

The Democratic Services Manager clarified that these amended procedures did not cover the role of the Deputy Chief Executive (BH) because his role was not a statutory post.

The Committee discussed the recruitment aspect of the Officer Employment Procedure Rules and, on advice from officers, asked that these be looked at as part of the review of HR procedures. Specifically, they asked officers to provide consideration to paragraphs 1 (a) (i) and 2 (a) and (b) in Appendix 2 of the report, to check that they were correct; and the definition of an interviewing panel as described in Appendix 2, paragraph 4, required better clarity as to if it was the full committee.

Recommended to Council that:

- (1) it amends the Constitution to reflect:
 - (i) the revised Responsibilities of Employment Committee, as set out at Appendix 1 to the minutes;
 - (ii) the revised Officer Employment Procedure Rules, as set out at Appendix 2 to the minutes;
 - (iii) the revision to the Scheme of Delegation, as set out at Appendix 3 to the minutes; and
- (2) the Recruitment and Disciplinary Procedures relating to the Head of Paid Service, Monitoring Officer and Chief Financial Officer be updated.

EMPLOYMENT COMMITTEE MINUTES (Continued)

5. People Strategy Update

The Committee considered a report from Human Resources giving an update on progress made on the People Strategy Action Plan, which was discussed at the People Strategy Steering Group (PSSG) in March 2015.

The Interim Human Resources Manager informed the Committee that the new plan for 2015-2018 was a work-in-progress.

The Committee requested that Succession Planning continued to be a topic of discussion for the PSSG, just as it had been under the previous membership pre-council elections May 2015.

It was agreed that the results of a staff survey be brought to Committee in December following review by the PSSG. Councillor Butler queried what measurement was used for determining the success of response to the survey and pointed out that there should be an expectation of what response was required. He was informed that Staff Voice would have to decide the level. The Interim Head of Human Resources would report this figure back along with the results of the survey.

Resolved that the report is noted.

6. Sports & Leisure – conversion of casual hours to contracted posts

The Committee considered a report from Cultural Services which outlined a proposal to convert 264 hours covered by casual staff each week, within the Sports and Leisure service, into established contracted posts. This was to improve the resilience of the service by removing the reliance on a small number of casual workers. As a result of this change, the service would benefit from a sustained, more consistent staffing structure that would allow for better customer engagement, improved customer satisfaction levels, improved service delivery and a more secure and committed workforce, proficient in delivering the service.

Members were informed that as a result of the recommendation in the report, casual workers would only be required for situations that could not be reasonably planned for, such as a period of prolonged good weather, which would significantly increase demand on swimming pools and leisure centres for example.

Resolved that the addition of new part-time Leisure Attendant posts to the establishment be approved with immediate effect:

Newbold Comyn Leisure Centre - 10 posts
equalling a total of 74.34 hours

St Nicholas Park Leisure Centre - 6 posts
equalling a total of 42.9 hours

Abbey Fields Pool - 3 posts
equalling a total of 22.98 hours

EMPLOYMENT COMMITTEE MINUTES (Continued)

St Nicholas Park & Abbey Fields post at a total of 31.5 hours	- 1 combined
Castle Farm Recreation Centre equalling a total of 31.94 hours	- 2 posts
John Atkinson & Meadows Sport posts equalling a total of 38 hours	- 2 combined
Combined post across all sites total of 13 hours	- 1 post at a total of 13 hours
Lillington Library total of 10 hours	- 1 post at a total of 10 hours

7. Public and Press

Resolved that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
8 to 9	1	Information relating to an individual
8 to 9	2	Information which is likely to reveal the identity of an individual.

The full text of Minutes 8 to 9 were recorded in a confidential minute which was to be considered for publication following implementation of the relevant decisions. A summary is as follows:

8. ICT Services – Establishment Changes

The Committee approved the recommendations in the report.

9. Minutes

The confidential minutes of the meeting held on 27 January 2015 and 25 March 2015 were agreed and signed by the Chairman as a correct record.

(The meeting ended at 5.38 pm)

Section 2 Council Functions

- I. **EMPLOYMENT COMMITTEE** (11 Members One of whom will be the Leader as a representative of their political group)

To exercise delegated powers as follows:

- vii. To appoint a person in relation to disciplinary investigations (including capability) involving the Head of Paid Service and Statutory Officers.
- viii. To organise a disciplinary hearing to receive the evidence of such a person and to decide the outcome of such a hearing in accordance with the Officer Employment Procedure Rules.
- ix. To appoint or dismiss chief officers as determined in accordance with the Officer Employment Procedure Rules.
- xi. To appoint a sub-committee that contains at least one member of each of the registered political groups to deal with employment related matters that fall within the jurisdiction of elected members.
- xii. The Committee (or sub-committee if acting on behalf of the Committee) to recommend to Council the appointment or dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer in line with the Officer Employment Procedure Rules.

Note: Where the committee or a sub-committee is involved in the appointment, discipline or dismissal of Statutory Officers (including the Head of Paid Service), the committee or sub-committee must include the Leader, along with two Independent Persons as defined under the Localism Act 2011.

OFFICER EMPLOYMENT PROCEDURE RULES

1. Recruitment and Appointment

(a) Declarations

- (i)** The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or Chief Officer of the Council, as defined in Article 12; or the partner of such persons.
- (ii)** No candidate so related to a Councillor or Chief Officer will be appointed without the authority of the relevant Chief Officer or the Head of Paid Service (especially if the identity of the related Chief Officer and relevant Chief Officer coincide).

(b) Seeking support for appointment.

- (i)** The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (ii)** No Councillor will seek support for any person for any appointment with the Council.

2. Recruitment of Head of Paid Service, Statutory Officers and Chief Officers

Where the Council proposes to appoint such an officer, and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

(a) draw up a statement specifying:

- (i)** the duties of the officer concerned; and
- (ii)** any qualifications or qualities to be sought in the person to be appointed;

(b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and

(c) make arrangements for a copy of the statement mentioned in paragraph 1 and 2 to be sent to any person on request.

3. Appointment of the Head of Paid Service, Monitoring Officer and Chief Finance Officer

EMPLOYMENT COMMITTEE MINUTES (Continued)

- (a) The appointment of the Head of Paid Service will be recommended by the Employment Committee to Council and no offer will be made until Council has made this decision.
- (b) No appointment will be made to the post of the Head of Paid Service, Monitoring Officer or Chief Finance Officer where the Leader of the Executive advises the proper officer appointed for the purpose that the Executive have a well founded and material objection to the appointment of that person.

4. Appointment of Chief Officers as defined in Article 12 (excluding the Head of Paid Service, Monitoring Officer and Chief Finance Officer)

The appointment of Chief Officers will be made by an interviewing panel which will be the Employment Committee.

5. Other Appointments

Councillors will not be involved in the appointment of any officer below Chief Officer level. The responsibility for these appointments will be with the Head of Paid Service in liaison with the relevant Chief Officer.

6. Disciplinary Action

(a) Head of Paid Service, Chief Finance Officer and Monitoring Officer

A politically balanced group of no fewer than three members (along with two Independent Persons) will be appointed by the Employment Committee to consider any allegations of discipline. The Head of Paid Service may be suspended on full pay by the Employment Committee whilst an investigation takes place. The Statutory Officers may be suspended by the Head of Paid Service. In all cases the suspension will last no longer than two months.

(b) Chief Officers

Preliminary investigations into any disciplinary matters will be conducted by the Head of Paid Service. Where the preliminary investigation determines there is a potential case to answer, a Sub Committee of no fewer than three elected members will be established by the Employment Committee, as set out in the JNC Constitution conditions of service and salaries for Chief Officers.

(c) Other Officers

Councillors will not be involved in disciplinary action against any Officer below a Chief Officer.

7. Dismissal

(a) Head of Paid Service, Monitoring Officer & Chief Finance Officer

EMPLOYMENT COMMITTEE MINUTES (Continued)

The dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer must be recommended by Employment Committee and ratified by Council.

Where a committee or sub-committee of the council is to consider the possible dismissal of the head of paid service, the monitoring officer or the chief finance officer it must include

- At least two independent members appointed in accordance with section 28(7) Localism Act 2011 and
- The Leader.

The committee or sub-committee must be appointed at least 20 working days in advance of the scheduled hearing.

If the committee or sub-committee is of the view that dismissal is appropriate the committee or sub-committee may only make a report to Council with its recommendation for dismissal. The committee or sub-committee is not empowered to give any notice of dismissal.

In cases where dismissal is recommended the final decision will be taken by council, who must consider any advice, views or recommendations from the committee or sub-committee, the conclusions of any investigation into the proposed dismissal, and any representations from the officer concerned.

Notice of dismissal of the head of paid service, the monitoring officer, or chief finance officer shall only be given where the Leader of the Executive advises the proper officer appointed for the purpose that the Executive have a well founded and material objection to the appointment of that person.

(b) Chief Officers

The dismissal of Chief Officers will be made by a Sub Committee of Employment Committee, as set out in the JNC Constitution conditions of service and salaries for Chief Officers.

(d) Other Officers

Councillors will not be involved in the dismissal of any officer below Chief Officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct.

8. Appeals

The Council's disciplinary capability and related procedures, as adopted from time to time, may allow a right of appeal to members in respect of disciplinary action and dismissals.

EMPLOYMENT COMMITTEE MINUTES (Continued)

NB. Where a meeting of the Employment Committee is required under these terms the meeting will take place under Council Procedure rules with the press and public excluded as per the Access to Information procedure rules of the Constitution.

Section 4 Scheme of Delegation

4. **Chief Executive** (and in their absence their Deputies) shall have authority to:

- CE (23) The membership of the Panel(s) identified in the recruitment, disciplinary and grievance process for officers (excluding Statutory and Chief Officers) be appointed by the Chief Executive in consultation with the Chairman of the Employment Committee.

Employment Committee

Minutes of the meeting held on Wednesday 16 September 2015 at the Town Hall, Royal Leamington Spa at 4.30 pm.

PRESENT: Councillors Mrs Bunker, D'Arcy, Mrs Evetts, Heath, Mobbs, Naimo, and Rhead.

Apologies for absence were received from Councillors Butler, Day and Murphy.

13. **Substitutes**

There were no substitutes.

14. **Declarations of Interest**

Minute Number 17 – Regulatory Services within Health & Community Protection Redesign

Councillor Heath declared a personal and prejudicial interest and left the room whilst the item was discussed.

15. **Minutes**

The minutes of the meeting held on 17 June 2015 were unavailable and would be submitted to a future meeting.

16. **Extension of Sustainability Officer's contract period**

The Committee considered a report from Health and Community Protection which requested authority to extend the contract period of the Sustainability Officer post for a further twelve months beyond March 2016.

The post currently had funding until March 2016 and the request for future funding was due to be considered by the Executive on 30 September 2015.

Approval was previously given for a two year contract period however the work to deliver against the aims and objectives of the Sustainable Communities Strategy was ongoing and could not be resourced from existing staff or budgets.

The report advised that extending the contract by one year would allow time for the impact of any decisions to be assessed, particularly in terms of how the sustainability agenda could be dealt with in the future.

Members could choose not to extend the contract however this would result in little progress in coordinating the sustainability theme across the Council. In addition, it would reduce the opportunity to identify funding of carbon reduction and renewable energy schemes to the benefit of the Council and the wider community.

EMPLOYMENT COMMITTEE MINUTES (Continued)

The Committee asked for clarity on the work already undertaken by the post holder and how the renewable energy targets were being met.

The Head of Health and Community Protection, gave examples of future projects and advised the Committee that this work would not move forward unless the officer was in post.

The Committee noted the concerns raised regarding the implementation of the sustainability policies within the Local Plan and hoped the post holder would be able to look at the objectives of renewable energies.

Resolved that approval be given for the Sustainability Officer contract to be extended for a period of one year from 1st April 2016 – 31st March 2017, subject to Executive approving the funding for the post.

17. Temporary Building Surveyor – Housing Stock Condition Survey & Strategic Asset Management

The Committee considered a report from Housing and Property Services which set out the proposal to recruit an additional Building Surveyor on a temporary basis for a period of two years.

On 3 September 2015, the Executive approved the recommendations in the Housing Stock Condition & Strategic Asset Management Report which set out the need to undertake a condition survey of 100% of Housing Revenue Account Residential Assets.

The post would support the effective completion of a survey of the condition of HRA assets and would be temporary post for a period of up to two years.

The report highlighted that the survey work was fundamental to the development of robust asset management data and, once completed, would form the foundation for the analysis, planning and implementation of future programmes of planned maintenance and investment works.

In response to a question from Councillor Rhead, the Deputy Chief Executive, (BH), advised that the post was for a period of up to two years as detailed in paragraph 3.2 of the report. He assured Members that this was a maximum time frame and the post would be reviewed after 18 months if necessary.

Resolved that the recruitment of a temporary Building Surveyor is approved.

18. Additional Temporary Staffing Resource

The Committee considered a report from the Deputy Chief Executive (BH) and Housing and Property Services which set out proposals to address capacity issues within the Assets Team of Housing & Property Services that were currently impacting on service delivery and workforce development.

EMPLOYMENT COMMITTEE MINUTES (Continued)

On 27 January 2015 the previous Employment Committee approved a significant redesign of the Asset Management Team within Housing & Property Services. A copy of the report was attached as an appendix to the report.

Overall, the recruitment process, both internal and external had proved to be more protracted than anticipated, with the final vacant post due to be filled shortly, subject to satisfactory interviews. Whilst the process was underway, there had been significant internal staff movement which had proved disruptive, particularly in respect of the Energy and Plant Management Team, where the two staff previously undertaking the Contract Administrator roles secured new positions within the Housing and Void Repairs Team.

The protracted and disruptive recruitment process and the relatively high proportion of new starters within the teams had several consequences: planned work needed to be rescheduled; managers had been unable to delegate work until staff had been appointed and settled into their (new) role; and managers had been unable to progress staff training and development as quickly as desirable because they lacked the resources to do so.

In addition, these issues had been compounded by long term sickness issues within the Building Surveying Team. The net result was a backlog of work, delays to the commencement of projects and an inability for the teams to effectively support colleagues working on key corporate and strategic initiatives.

The report therefore proposed to recruit a Project Manager for 24 months, reporting directly to the Asset Manager, to concentrate on the Open Book contracts review, process changes to the existing contract in advance of the review's completion and to assist with the co-ordination of a new approach to corporate asset management.

An additional Property Maintenance Officer (PMO) was also proposed for the period ending 31 March 2017. The funding for these posts would be considered by Executive on 30 September 2015.

The Deputy Chief Executive (BH), presented the report and explained the difficulties the service area had been experiencing. He advised that this was not a change to the structure but stated that the short term capacity issue needed addressing.

Resolved that

- (1) the recruitment of the following posts is approved:
 - one temporary Project Manager post at salary grade E1 for 24 months; and
 - one temporary Property Maintenance Officer at salary grade F for the period ending March 31st 2017; and

EMPLOYMENT COMMITTEE MINUTES (Continued)

- (2) the funding for these temporary posts will be considered by Executive on September 30 2015.

19. Public and Press

Resolved that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
17 to 19	1	Information relating to an individual
17 to 19	2	Information which is likely to reveal the identity of an individual.

The full text of Minutes 17 and 18 were recorded in a confidential minute which would be considered for publication following implementation of the relevant decisions. A summary is as follows:

20. Regulatory Services within Health & Community Protection Redesign

The Committee approved the recommendations in the report.

21. Neighbourhood and Estates Team

The Committee approved the recommendations in the report.

22. Minutes

The confidential minutes of the meeting held on 17 June 2015 were not available and would be submitted to a future meeting.

The Committee returned to public session.

23. Dignity at Work Policy and Procedure

The Committee considered a report from Human Resources which presented the Council's Dignity at Work Policy and Procedure, attached as an appendix to the report. It also set out the Authority's policy to support procedures that highlighted both informal and formal approaches to maintain all employees' dignity at work.

The report summarised the need for the Dignity at Work Policy and Procedure to be more explicit in the area of employee dignity in and outside of work, whilst representing the Council.

EMPLOYMENT COMMITTEE MINUTES (Continued)

As part of an ongoing review of Council policies and their application, the Dignity at Work Policy and Procedure was supplementary to the existing Disciplinary Procedure. This would allow for a more robust approach as to how the Council supported staff and managers in relation to bullying and harassment.

Section 7 of the report summarised the main points from the policy and procedure including addressing bullying and harassment and issues directly related to the Equality Act 2010. The document also focused on early intervention actions, mediation and the benefits this could achieve and how HR would continue to provide support, advice and guidance throughout.

The Chairman, addressed the Committee and advised that this document had been looked at in detail by the People Strategy Steering Group. It was hoped that this policy would help to support staff before issues escalated to a formal stage.

Officers confirmed that the Unions had been involved at the consultation stage and their input had been welcomed. It was also confirmed that this policy would now form part of employees' Terms and Conditions and HR would be holding workshops to brief managers on the new policy and procedures.

Resolved that the Dignity at Work Policy and Procedure, attached as Appendix 1 to the report, is approved.

24. Shared Parental Leave

The Committee considered a report from Human Resources which presented the Council's guide to Shared Parental Leave and the legislative requirements of the Council to support parents following the birth or adoption of children born on or after 5th April 2015.

Following the introduction of employment regulations from Central Government, the Council needed to formally adopt the Shared Parental Leave Policy (SPL), which was attached as Appendix 1 to the report and publishing the Shared Parental Leave Statement was a legal requirement.

Section 8 of the report summarised the main points from the policy which explained that eligible parents would be able to choose how to share the care of their child during the first year after birth or following adoption.

The total amount of SPL that could be taken was 50 weeks and could only be taken during the 12 months following the birth or placement of the child.

Officers assured Members that, although it could often prove complicated, the HR team would continue to work with employees to ensure SPL was utilised wherever possible.

EMPLOYMENT COMMITTEE MINUTES (Continued)

In response to a query from Members, Officers advised that this policy had been adopted from Warwickshire County Council's legal policy.

Resolved that the Shared Parental Leave (SPL) Policy, attached as Appendix 1 to the report, is approved in line with legislation.

(The meeting ended at 5.15 pm)

	Employment Committee – 16 th December 2015	Agenda Item No. 4
Title	Financial Inclusion Project Officer – Sustaining Tenancies	
For further information about this report please contact	Jacky Oughton Sustaining Tenancies Manager Housing and Property Services jacky.oughton@warwickdc.gov.uk 01926 456433	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive November 4 th 2015 Tenants Incentive Grant Scheme Agenda Item 6	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality and Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	01.12.15	Chris Elliott/Bill Hunt
Head of Service	01.12.15	Andy Thompson
CMT	01.12.15	Bill Hunt
Section 151 Officer	01.12.15	Mike Snow
Monitoring Officer	01.12.15	Andy Jones
Finance	01.12.15	Andy Crump
HR Officer	02.12.15	Elaine Priestley
Portfolio Holder(s)	02.12.15	Peter Philips
Consultation & Community Engagement		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 The report sets out the proposal to employ a Financial Inclusion Project Officer to provide money and debt advice to our tenants in financial difficulty. The role will also include providing project support for the Council's Financial Inclusion Strategy along with the management of the Re-settlement Service and associated budgets.

2. **RECOMMENDATION**

- 2.1 The Employment Committee approves the establishment of the post of Financial Inclusion Project Officer

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 On 4th November 2015, the Executive approved the termination of the Tenants Incentive Grant Scheme (TIGS).
- 3.2 At the same time, the Executive approved that, subject to approval by Employment Committee, £14,000 in 2015/16, and £28,000 ongoing of the savings created by ending the TIGS, should be used to fund the recruitment of a permanent Financial Inclusion Project Officer.
- 3.3 At the same time as helping people downsize which in itself can help people reduce their housing costs, there is increasingly an apparent need to help people be better able to manage their finances.
- 3.3 When the first tranche of Welfare Reforms were announced in 2012 the Council supported the introduction of a temporary Financial Inclusion Officer. Working alongside the Income Recovery Team this officer worked closely with tenants affected by either the under-occupation charge or the benefit cap.
- 3.4 To continue to provide a service that has allowed the Council to maintain control of the rent arrears, reduced the number of evictions carried out and avoided the waiting period that clients of other advice agencies are currently experiencing, additional capacity is needed to both deliver these day-to-day services and to encourage the provision of additional complementary services.
- 3.5 The changes to social security and housing policy that will begin in April 2016 are expected to present more challenges to low and middle income households managing their incomes. These changes include the Local Housing Allowance cap limits applying for Housing Benefit which may present particular challenges to tenants aged under 35, Pay to Stay which may impact on households with an income just above the average for the district and the potential increase in tenancy turnover brought about by proposals to make short term tenancies mandatory for social landlords. The Council will need to be able to manage a greater number of risks to its ability to collect sufficient income to maintain investment in housing repairs, maintenance and estate management.
- 3.6 At the same time the Council is faced with additional financial pressures that will reduce the income to and increase the expenditure of its landlord service. These are arise from local housing authorities being required to fund the extension of Right-to-Buy to housing association tenants, the reduction from April 2016 in rental income by 1% per year for four years and if current

proposals are followed through by the Government, the administrative costs of managing short term rather than secure tenancies.

3.7 Warwickshire County Council (WCC) has approved a restructure plan for Housing Related Support which it funds through its Supported People Grant. This means that WCC will stop funding the specialist floating housing related support services, which include work that support financial inclusion, and from which many of our tenants benefit. The Financial Inclusion Project Officer, will work alongside the Housing Support Team to provide, where required, a money and debt advice service

3.8 Employing a dedicated Financial Inclusion Project Officer would:

- Provide practical support for the work of the Financial Inclusion Group
- Support the implementation of financial inclusion projects
- Work with other agencies to maximise employment opportunities
- Manage the Re-settlement service and manage the associated budget
- Provide additional day to day capacity to ensure the current levels of money and debt advice are maintained
- Help tenants manage the transition to Universal Credit
- Raise awareness of benefits sanctions to tenants and community services in order to reduce the risk of their benefit being reduced

3.9 In- house analysis of the existing role Tenancy Support Officer role indicates that for every £1 spent on the post, the community benefits by £5. Expanding this type of service will help reduce the risk to the Council of these changes detailed above impacting adversely on the Housing Revenue Account (HRA) Business Plan.

4. **POLICY FRAMEWORK**

4.1 Fit for the Future

4.1.1 The recommendations in this report are designed to support the vision of making Warwick District a great place to live, work and visit as set out in the Sustainable Community Strategy.

4.1.2 The post of the Financial Inclusion Project Officer will provide additional support to tenants and their families by helping them better manage their financial situation to remain in their homes and to take advantage of the opportunities that will arise as the district grows.

4.2 Impact Assessment

4.2.1 This appointment will not have a negative impact in respect of Equalities and Fairness.

5. BUDGETARY FRAMEWORK

- 5.1 The Executive has approved that the role will be financed through the savings made by ending the TIGS scheme agreed by the Executive on 4th November 2015 detailed below:

Current Annual Budget	2015/16	Ongoing
Carried forward from 2014/15	£19,500	£0
TIGS	£95,000	£95,000
Re-settlement scheme	£5,000	£5,000
Financial Inclusion Project Officer	£0	£0
Total Current Annual Budget	£119,500	£100,000

Proposed Annual Budget	2015/16	Ongoing
TIGS paid 2015/16 to date	£35,000	£0
Outstanding TIGS agreed for applicants	£55,000	£0
Re-settlement scheme	£12,500	£25,000
Financial Inclusion Project Officer	£14,000	£28,000
Total Current Annual Budget	£116,000	£53,000

Summary of changes (- = saving)	2015/16	Ongoing
Savings on TIGS budget	-£24,000	-£95,000
Increase in Re-settlement Budget	+£7,500	+£20,000
New Financial Inclusion Officer Budget	+£14,000	+£28,000
Overall Proposed Annual Saving	-£3,000	-£47,000

- 5.2 To recruit to this post there would incur no additional costs by the HRA.

6. RISKS

- 6.1 Failing to help tenants manage changes to their income represents increases risks to the viability of the HRA Business Plan and to tenants' ability to sustain their tenancies, which will incur additional costs for the Council in managing the fall-out from failed tenancies. The Financial Inclusion Project Officer represents a positive response to these changes and risks.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 Resources saved by ending the Tenant Incentive Grants Scheme and not creating the post of Financial Inclusion Project Officer could allow for additional funds to be retained within the HRA for alternative investment. However by deploying a portion of these resources to fund the Financial Inclusion Project Officer, the Council will be in a better position to help manage the effects of the Welfare Reform changes for our tenants and so improve the resilience of the HRA Business Plan
- 7.2 The option of appointing to the post of Financial Inclusion Project Officer on a fix-term temporary position was considered; however there has been a steady increase in demand for assistance since 2012. Further changes to social security such as Pay to Stay, the Local Housing Allowance limits applying to Housing Benefit and tenancy terms coupled with the reduction of Housing Related Support services in the district will increase pressure on tenants on low incomes. The increase in service demand is likely to increase.

 Employment Committee 16th December 2015		Agenda Item No 5
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin – Interim HR Manager	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	June 15	
Background Papers	None	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality & Sustainability Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	18/11	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	30/11	Chris Elliott
CMT	18/11	As above
Section 151 Officer	18/11	Mike Snow
Monitoring Officer	18/11	Andy Jones
Finance	18/11	Mike Snow
Portfolio Holder(s)	30/11	Andrew Mobbs
Consultation & Community Engagement		
<p>This is the People Strategy Update for July – December 2015 and describes highlights that will be discussed at People Strategy Steering Group prior to Employment Committee December 2015.</p> <p>The Report summarises and presents the 'Guidelines for ICT Downtime' and the updated 'Attendance Management Policy' both consulted and approved with Unions and SMT.</p>		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report is an update on progress made on the People Strategy Action Plan /people priorities discussed at the People Strategy Steering group (PSSG).
- 1.2 The report presents and summarises the Council's new Guidelines for 'Attendance at Work during ICT Downtime'. It sets out the authority's policy to support procedures when staff are unable to access IT systems.
- 1.3 The report presents and summarises the updated 'Attendance Management Policy' which replaces the previous Sickness Policy.

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the report and feedback any comments.
- 2.2 That Employment Committee approve the 'Attendance at Work during ICT Downtime' – Appendix 1.
- 2.3 That Employment Committee approve the updated 'Attendance Management Policy' – Appendix 2.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The People Strategy Action Plan is an ongoing working document that reports progress to SMT, CMT, and Employment Committee.
- 3.2 A review of our policies is ongoing and updates will be reported to Employment Committee as they are evaluated.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

The Strategy reflects the people priorities and actions of the council and incorporates key themes from our Investors in People assessments. The themes within Fit for the Future focus on Service, People and Money, all of these are reflected in the strategy with many actions influencing the different ways of working which are key within the FFF programme. This will continue to be updated as part of the new plan for 2015 – 2018.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is no impact on the Budgetary Framework.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

- 6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's Change programme by not reviewing the areas highlighted in the People Strategy. This will ensure we are progressing as part of Fit for Future priorities.

8. **BACKGROUND**

8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Bunker, Cllr Naimo and supported by Heads of Service from Culture, Neighbourhood Services, Development Services, the Interim HR Manager and HR Senior Officer.

8.2 The Steering Group meets quarterly prior to the Employment Committee and reviews successful work completion, plans in progress and areas to highlight for discussion.

8.3 Areas of Success/Highlights within the agreed People Strategy themes for the period July – October are:

8.3.1 **Leadership and Organisational Development**

The People Strategy Action Plan is being updated as part of our Investors in People review highlighting the priorities against resources; this has been discussed at the PSSG meeting December 2015 with actions identified for the next meeting March 2016.

Representatives of the Senior Management Team have already considered how the People Strategy Steering Group can operate effectively and efficiently by considering key themes impacting on the Council, for example: Staff Morale and Development; Staff Engagement; Succession Planning.

8.3.2 **Workforce Planning and Performance**

- Restructures throughout the organisation continue to be supported by HR.
- There is an ongoing review of the format and access to Management Information as part of Self-Serve reports and consistency with all MI presented to SMT.

8.3.3 **Equality & Diversity**

- Working with Warwickshire County Council:
 - Essential 'Equality & Diversity' data has been updated for the Districts demographic area via the E&D internet portal. Emphasis on monitoring and recording data within service areas to be reviewed, the aim being to collate information on staff and our customers.
 - The Senior Management Team supports Equality and Diversity priorities and utilising the Staff Voice as E&D representation for service areas to ensure key messages are cascaded.
 - Employees will be supported by the new 'Dignity at Work' policy, which links to the E&D agenda.
 - Staff Voice received a briefing at their October 15 meeting so they are now working with a clear terms of reference. A key objective is to review, with the Learning & Development Officer and SMT, the E&D training requirements for all WDC employees.
 - Plans for Equality Impact Assessment training programme Feb – April 16 to be rolled out via service areas throughout the Council; focusing on the effectiveness and benefits of the EIA.
 - A review of 'Awareness' training on related areas to E&D to be rolled out to employees and Councillors from December 2015; bringing E&D to the

forefront of our agenda, this will include E&D training and mental health awareness to name just a few. We will work with Managers to highlight those who are priority.

8.3.4 Learning & Development

- Continued roll out of Self-Service training to all managers as part of 'Different Ways of Working' initiative to help managers 'manage' their areas more effectively. This system has now been embedded in the majority of service areas to reduce the paper based timesheets and expenses and allow managers to monitor more effectively all absence within their areas via the absence planner.
- 99.22% of Appraisals undertaken with managers and staff (2014 – 2015), having a documented conversation with staff regarding 'How's Work'.
- Personal Development Plans received are being reviewed and used to build the 2016 Corporate Training Plan together with planned meetings with Heads of Service relating to the Staff Voice Survey. A subset of PSSG will also review training budget allocation correlating with the plan and priorities of the Council to progress. This will be evaluated at Alt SMT to ensure there is a match of resources to needs.
- Safeguarding Children priorities established and being actioned as part of the overall Safeguarding action plan. Proposed training planned for Jan 2016.
- Mental Health & Wellbeing awareness sessions planned for all Managers Feb - April 2016, these will be prioritised based on need.
- Institute of Leadership and Management level 3 and level 5 Supervisor and Manager training being rolled out to support management development as identified as a theme throughout the IIP review.
- Mediation awareness training being planned with ACAS.
- Learning Agreement updated to more clearly state responsibilities and agreement between WDC and staff member.
- E-Learning due to be launched by end Dec 2015 to support staff's further development via the use of IT and support immediate access to learning.

8.3.5 Communications , Involvement and Engagement:

- Staff Voice has reached its first year anniversary, the group continues to evolve and is now being utilised further with Health & Well-being and Equality & Diversity initiatives.
- Senior Officers meetings have evolved into the 'Manager's Forum'; these will continue with a more engaging format which has proved successful. This change is aimed to improve communication from managers through their teams across the council.
- The e-mail format of Core Brief has been well received and continues to be engaging, highlighting key messages from the Senior Management Team and Service Areas.
- Positive use of Rumour Mill continues with appropriate questions being posed.
- Chief Executives talk Part 1 completed June/July, Part 2 with Chief Executive visiting teams and Part 3 planned for May 2016 as an EXPO.

8.3.6 Employee Well-being, Reward and Recognition

- The Investors in People Staff Survey includes questions relating to reward and recognition to help us develop actions to contribute to the People Strategy Action Plan.
- 'Making every contact Count' - most Health Champions have had MECC training and this continues with further awareness sessions being planned for later in the year.
- An assessment of WDC against the national Health and Wellbeing Charter has now been completed, results expected January 2016.
- Staff briefings on dementia completed earlier this year Well Person Drop-in Sessions have been held, and more are planned. Flu Vaccinations have been administered again this year.
- Sporting activities have been encouraged and there were successes in a regional bowls tournament; the Global Corporate Challenge was also well received by staff.
- The Health Champions Network is now working jointly with Staff Voice to promote health initiatives; the intranet continues to be used as a medium to communicate health information.

9. POLICY UPDATE

- 9.1 Following the ICT Downtime earlier this year, guidelines on how to manage similar circumstances have been established and presented at Joint Communication Forum Nov 2015. All managers will follow the guidance for ICT Downtime to ensure employees are given fair and reasonable opportunity to attend work. This has been approved by all Union Representation. (Appendix 1)
- 9.2 The Absence Policy has been updated and renamed as 'Managing Attendance' Policy. This has been developed to provide managers and employees with additional guidance on how to manage attendance and sickness consistently across the Council and offers additional tools and techniques than in the previous policy to manage employee attendance within the workplace positively. The additional guidance within the policy will assist managers to monitor employee absence triggers (these have not changed) within set timescales and clarify the actions and outcomes. This has been approved by all Union representation. (Appendix 2)



Attendance at Work During ICT Downtime - Guidelines

These guidelines should be used when staff are unable to access ICT systems during their normal working day due to planned or unplanned system maintenance, security incidents or any circumstances beyond the council's control. For clarification, these guidelines do not apply when staff are unable to access council ICT systems because personal equipment on which they are reliant fails. For example, when working from home and their personal broadband connection does not work.

The Chief Executive will hold the authority for deciding on the severity of circumstances preventing employees accessing ICT systems as an extreme cause of action.

- It is expected that every member of staff will attend work, unless leave is requested or agreed.
- Staff who work from home should come into the office unless leave is requested or agreed.

Line Managers should review their staff cover based on the above and agree what the work priorities are and allocate them based on needs of the service.

If staff are unable to attend work after considering the above then the time off must be taken as flexi, unpaid leave or annual leave as agreed with the line manager.

Line managers must agree with any staff that are not at their normal place of work – how they will maintain communication during the disruption and how 'business as usual' can be maintained and restored.

October 2015

WARWICK DISTRICT COUNCIL

ATTENDANCE MANAGEMENT POLICY

Attendance Management Policy

1. Purpose

- The purpose of this policy is to set out the framework within which sickness absence will be addressed. The Council will promote high levels of attendance at work which will in turn lead to better levels of service provision.

2. Scope

This policy applies to all employees, with the exception of:

- those employed under JNC for Chief Officers or JNC Chief Executive Conditions, where other arrangements apply; and
- Employees whose absence is considered unacceptable whilst still on Probation. These matters will be addressed under the Council's Probationary policy.

3. Key principles

This policy is in accordance with legislative requirements and ACAS guidance.

- The policy will enable sickness absence issues to be addressed in a fair and consistent manner so that employees can achieve and maintain a satisfactory level of attendance at work.
- The Council will provide appropriate support for employees who are absent due to sickness.
- Long term sickness absence will be managed and supported in accordance with the Council's Capability Policy.
- Abuse of the sickness scheme will be dealt with under the Council's Disciplinary Policy.
- Employees have a right to be accompanied at formal meetings, by a work colleague or trade union representative
- Employees will be given a minimum of 7 calendar days notice, in writing, of all formal meetings held under this policy.
- Reasonable adjustments will be considered for employees where relevant, in accordance with the Equality Act 2010.
- A supportive involvement in the Health & Welfare of employees will be maintained.

- All attendance management matters will be treated confidentiality. A record of all meetings and outcomes will be placed on personal files.
- Managers should review absences when the triggers have been reached (pro rata for part-time staff).

4. Roles and responsibilities

- Employees have a responsibility for their own attendance at work.
- Line managers have responsibility for managing the attendance of their employees.
- HR will provide advice and guidance as appropriate.
- Where required HR will accompany the Manager from stage 2 of the policy onwards.
- Manager and employee guidance supplement this policy.

5. Sickness Reporting

- Employees have a responsibility to report their sickness absence as set out below.
 - Day 1 - Employee reports absence to manager in line within agreed timescales.
 - Day 3 - Employee updates manager on nature/ duration of the absence.
 - Day 8 - Employee provides a medical certificate and agrees contact arrangements during absence.
- Where an employee fails to comply with these timescales managers should contact the employee to discuss the absence.
- Failure to supply a doctors certificate could result in sick pay being stopped

6. Return to work discussion

- Return to work discussions will be carried out by the manager or a nominated representative, normally within 2 working days of an employee returning to work regardless of the length of absence.
- The discussion will be “face to face” wherever possible. Where this is not practicable, the discussion may take place via telephone.
- After the meeting the return to work documentation will be completed.
- Consideration should be given as to whether a review meeting is appropriate as detailed below.

7. Sickness Trigger Points

Short Term Absence Trigger

5 or more occasions in any rolling 12 month period or
10 or more days in any rolling 12 months.

- Managers will make a record of all discussions, meetings and actions taken, ensure they are placed on the personal file and give a copy to the employee.
- Employees who have reached the above triggers will be invited to an informal meeting.

8. Managing Attendance

Should an employee reach the trigger points above, the following stages will come into effect. A high level summary is shown below.

Informal Stage	Timescale / Objective	Action	Outcome
Informal attendance monitoring, such as Return to Work Meetings / Informal long term absence reviews	Up to a 6 month period	Meeting with employee. Set triggers for short term: Less than 3 periods in 6 months, or Any absence exceeding 10 days	Discussions to understand underlying reasons for absences and what help can be given for improving attendance and the well-being of the employee. Where trigger points have been reached a formal Stage 1 meeting will be arranged.
Stage 1 Meeting	Start of formal process	Formal meeting arranged to review overall attendance record.	Subject to circumstances a First Written Warning will be issued in the form of an Improvement Notice (see Annex A). The plan must include individual trigger points and actions that both the employee and the Council can undertake to improve attendance. The employee is notified of the right of appeal against the issuing of the First Written Warning.
Stage 1 Review	Up to 6 months	Attendance is monitored	At the end of 6 months or when trigger points have been

Period		and RTWI's carried out over the review period	reached a formal evaluation meeting is held. When attendance has achieved an acceptable level the procedure ends, if it has exceeded targets set the Stage 1 a formal Stage 2 meeting will be arranged.
Stage 2 Meeting		Formal meeting held to review attendance in Stage 1 review period.	Subject to circumstances a Final Written Warning will be issued in the form of an Improvement Notice (see Annex A). The plan must include individual trigger points and actions that both the employee and the Council can undertake to improve attendance. The employee is notified of the right of appeal against the issuing of the final written warning.
Stage 2 Review Period	Up to a further 6 months	Attendance is monitored and RTWI's carried out over the review period.	At the end of 6 months or when trigger points have been reached a second formal evaluation meeting is held. When attendance has achieved an acceptable level the procedure ends. If it has exceeded targets set at Stage 2 Meeting, a Stage 3 formal attendance management hearing will be arranged.
Stage 3		Formal attendance Management hearing	Formal meeting arranged to review overall attendance record. Full consideration given to attendance history. Outcomes will include 1. Consideration of further support and/or a further Improvement Notice and period of monitoring; or 2. Dismissal. The employee is notified of right of appeal against the dismissal.
Stage 4		Appeal	Appeal heard. Possible outcomes include upholding original decision or moving back to Stage 1 and a further Improvement Notice.

9. Appeal

The employee has a right of appeal in accordance with the councils Appeals policy.

Annex A - Example of an Improvement Notice

Example notice of first written warning or final written warning

Dear Date.....

You attended an ill health capability interview on I am writing to inform you of your written warning/final written warning.*

This warning will be placed in your personal file but will be disregarded for disciplinary purposes after a period of 12 months, provided your attendance reaches a satisfactory level.

a) The nature of the unsatisfactory attendance was:

e.g. 3 absences totalling 11 days from 17 May 2010 to 8 October 2010

*17 May – 20 May 4 days Headache Self Certified
21 July – 23 July 3 days Headache Self Certified
4 October – 7 October 4 days 'Flu' Self Certified*

b) The attendance improvement expected and agreed actions are:

e.g. to have less than 3 periods of absence in the next 6 month period, or any absence (s) exceeding 10 days.

It is also agreed that you will see your Optician, within the next 2 weeks, to have your eyes tested as you feel that your eyesight may be causing you to have headaches.

I have agreed to refer you again to the Occupational Health Service concerning your episodes of 'flu'.

c) The timescale within which the improvement is required is:

e.g. From the date of this letter to the 28 April 2011. A further review will be triggered in six months or earlier if there are 3 periods of absence, or any absence (s) exceeding 10 days

d) The likely consequence of further deterioration in attendance or insufficient improvement is a final written warning and/or dismissal

You have the right to appeal against this decision in writing to me within five days of receiving this disciplinary decision.

Yours sincerely

Signed Manager

** The wording should be amended as appropriate*

