

**EMPLOYMENT, HEALTH & SAFETY COMMITTEE
WEDNESDAY 3 AUGUST 2022 AT 10AM
CIVIC CENTRE, RIDLEY STREET,
REDCAR, YORKSHIRE, TS10 1TD**



CONTACT
Mrs Liz Dale
(01642) 444413
25 July 2022

CIRCULATION

Councillors I Nightingale (Chair), Baldwin (Vice Chair), Ayre, Brown, Cawley, Craig, Gallacher, Head, Kay, Lockwood, Rider, Waterfield, and Westbury.

Officials:

Managing Director (Head of Paid Service)
Governance Director and Monitoring Officer
Executive Management Team
John Summers, Joe Moutter, Jane Garnett, Vikki Smith
The Press [except for Confidential item(s)]

A G E N D A

	<u>Pages</u>
1. Apologies for Absence.	
2. To confirm the Minutes of the meeting held on 29 June 2022 and to note the attendance matrix	2 – 7
3. Declarations of Interest.	
4. Report of the Managing Director (Head of Paid Service)	
a. Workforce Strategy Update	8 – 32
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6. Any items the Chair certifies as urgent.	

this is Redcar & Cleveland

EMPLOYMENT, HEALTH & SAFETY COMMITTEE

29 June 2022

EMPLOYMENT, HEALTH & SAFETY COMMITTEE	
A meeting of the Employment, Health & Safety Committee was held on 29 June 2022 in Redcar Civic Centre.	
PRESENT	Councillor I Nightingale (Chair), Councillors Ayre, Baldwin, Brook, Craig, Head, Lockwood, Rider, and Wells.
OFFICIALS	M Breslin, E Dale, J Garnett, J Moutter, S Newton, M Simon and J Summers
APOLOGIES for absence were submitted on behalf of Councillor Brown, Cawley and Westbury, R Martin, C Moon, J Myers, J Sampson and V Smith.	
MINUTES	
RESOLVED that the minutes of the meeting held on 6 April 2022 be confirmed and signed by the Chair as a correct record.	
:-NOTED.	
<p>HEALTH & SAFETY UPDATE.</p> <p>The Managing Director (Head of Paid Services) updated Members on Health and Safety performance.</p> <p>The report considered:-</p> <ul style="list-style-type: none"> • Health and Safety Performance 2021/22; • Accident Statistics 2022 by monthly breakdown; • Total accident rates; • Causes of accidents; • Near miss reporting; • Notification of Assault; • Outstanding Audit actions; <ul style="list-style-type: none"> • Health and Safety Performance 2022/23; • Accident Statistics 2022 by monthly breakdown; • Total accident rates; • Causes of accidents; • Near miss reporting; • Notification of assault; • Outstanding Audit actions • Health and Safety Update – changes to legislation • Health and Safety Update - recruitment 	

29 June 2022

	<p>During the ensuing debate Members made the following comments:-</p> <ul style="list-style-type: none"> • A Member stated that he did not give much credence to the league tables as you could be top of the table despite your accidents not reducing; • A Member stated that the cause of major accidents were the same as we experience at home so if we can reduce them at work we could reduce them at home too; • A Member stated that employees may be reluctant to report near misses as any investigation could result in disciplinary action where the employee was found to be negligent; • A Member asked whether the new legislation only referred to hand held devices and not satnavs which may need to be set up whilst driving/; • The Health and Safety Officer advised that a lot of work was done with other NE Authorities regarding benchmarking and that we learn off each other to see what they were doing to reduce that type of accident; • The Health and Safety Officer advised that there had been reluctance previously to report near misses but that they had tackled it regularly and the number being submitted was increasing. He confirmed that they could be reported anonymously; • The Health and Safety Officer confirmed that Satnavs were not part of the new legislation as they were generally not hand held; • A Member asked how we were addressing the very serious accidents particularly in Adult and Communities and at what cost? She also asked for clarification around the type of near misses that were being reported, how the information was being put together and how it was assessed?; • A Member asked what improvements had been made to the manual handling training and what support was given to those staff who had been victims of a physical assault and what we could do to reduce it?; • The Health and Safety Officer confirmed that every accident gets investigated. They were looking at increased manual handling training and had already trained a number of employees in those areas which were deemed as high risk. These employees would then be asked to deliver regular toolbox talks in their area. He confirmed that they gave corporate manual handling training which was backed up by toolbox talks and gave advise to managers with manual handling risk assessments. They also recommended the use of machinery where it could be used; • The Health and Safety Officer advised that there was an online reporting system for near misses which were received by Health and Safety in their inbox. He confirmed that quite often issues arising from the near misses had already been addressed by the time they reached them; • The Health and Safety Officer advised that in many cases of a
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29 June 2022

	<p>physical assault the incident might only be minor but it had to be reported if it resulted in an injury. Support would be given from the schools along with the Health and Wellbeing Team if there had been a more serious injury;</p> <ul style="list-style-type: none"> • A Member asked if they could be provided with details of the cost of accidents to the authority? She also asked what changes had been made to address the problem and what additional measures had been put in place to address the problem as time off work was costing the Authority money?; • The Health and Safety Officer advised that out accident statistics followed national statistics and once a problem was identified they would carry out an assessment, training, instruction and review on each aspect. If the accident related to manual handling then the risk assessment would be reviewed. He confirmed that the number of trainers had been increased and the training had been made specific to certain areas. He stated that they had identified a number of people in Environmental Services to refresh their training and deliver more meaningful training. He advised that they were reviewing systems on a regular basis; • A Member asked if there were any checks in place to make sure any suggested changes had been implemented?; • The Health and Safety Officer confirmed that there were checks in place with all managers and through the audit process; • A Member stated that assaults had gone up since last year and asked what constituted a verbal assault?; • The Health and Safety Officer advised that the majority of assaults tended to involve frontline staff and often involved the use of bad language and very occasionally verbal threats. He stated that there would be a tolerance level depending on their role but if they felt threatened or intimidated then they would complete a notification of assault. He advised that we monitor the type of threat to pick out trends; • A Member stated that there was little that could be done to stop verbal assaults as you could not legislate to stop them or mitigate against them; • The Health and Safety Officer advised that they looked at the individual reports to see if there were trends emerging and offered advise as well as conflict management training. It was important to give employees the tools to recognise incidents; • A Member asked whether employees working from home were reporting accidents at work? He also asked whether there was a timeline on Mental Health Training and whether it was on the job training? • The Health and Safety Officer confirmed that they did receive reports of accidents at home. The Mental Health training was made specific to the role and carried out within their service area. He advised that the training was completed prior to Covid and toolbox talks were undertaken throughout Covid and they were looking to
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29 June 2022

	<p>refresh that training within the next 6 months;</p> <ul style="list-style-type: none"> • A Member stated that the turnover of staff was high and asked how we trained new employees? • The Health and Safety Officer advised that training of new employees was undertaken through the induction process and in the Waste Management Service and Street Scene a new employee would be taken out by a member of management; • A Member requested figures regarding the training that had taken place and when the training had taken place for the next meeting particularly in the high risk areas; • A Member asked about what happens when employees were verbally assaulted in the street and also asked what protection was available for Councillors when they attend public meetings?; • The Health and Safety Officer stated that if we know who the assailant was known then it would be recorded on the caution advise system and people in authority would be made aware of the individual. If the individual was not known then we would try to get details to prevent it happening again. He stated that they would also offer awareness and advise to the employee. He stated that he was aware that there were other Local Authorities looking at this but not aware of any history in this Council although it had been picked up nationally; • A member stated that as a councillor the facility to report an assault was not available; • The Health and Safety Officer stated that Members had the same access to the intranet and notification forms were available as was online reporting. He undertook to circulate the link to Members along with LGA Guidance; • A member asked whether it would be possible to record accidents at home separately and also whether school crossing employees could be provided with bodycams to record incidents?; • The Health and Safety Officer advised that they were recorded as accidents at home but that it could be shown separately if required and that he would explore the bodycam issue; • A Member stated that hybrid working was new so it was important to record those accidents and report back as there might be different training required; • A Trade Union representative asked whether there was a policy regarding contacting drivers by mobile phone; • The Health and Safety Officer advised that there was mobile phone guidance but managers should not be contacting drivers during works time; • A Trade Union representative stated that he would like to see more enforcement and that council vehicle should be fitted with hand held devices and the employees/managers informed accordingly; • The Health and Safety Officer advised that drivers were informed not to use mobile phones whilst driving but he undertook to get that message out to supervisors/managers.
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EMPLOYMENT, HEALTH & SAFETY COMMITTEE

29 June 2022

	:-NOTED.
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Employment Health and Safety Committee

ATTENDANCE RECORD - 2022/23

Surname	First name	29.06.22	dd.mm.yy	dd.mm.yy	dd.mm.yy	dd.mm.yy	dd.mm.yy	dd.mm.yy	dd.mm.yy	dd.mm.yy	Total Meetings Attended / total possible
Ayre	Billy	✓									
Cawley	Ceri	Apols1									
Brown	Alec	Apols1									
Head	Malcom	✓									
Nightingale	Irene	✓									
Westbury	Louise	Apols1									
Waterfield	Stephen	Apols1									
Rider	Vera	✓									
Wells	Billy	✓	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Lockwood	Mike	✓									
Baldwin	Neil	✓									
Craig	Julie	✓									
Brook	Adam	✓	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Kay	Steve	n/a									
Gallacher	Chris	n/a									

Substitutes

Key

✓	Attended
RA	Apologies Submitted (replacement attended)
Apols	Apologies Submitted (no replacement)
X	Did Not Attend (no apologies received)
C	Cancelled Meeting
n/a	Not a Member

Reason for Absence (NB Full details may not be provided for reasons of confidentiality)

1	Personal Commitment
2	Work Commitment
3	Illness/Medical
4	Conflicting Council Commitment
5	Other



Member Report

Workforce Strategy Update

Public

To: Employment, Health and Safety Committee **Date:** 3rd August 2022

From: Managing Director (Head of Paid Services) **Decision type:** For information

Portfolio: Resources **Forward Plan Reference:**

Priority: All Priorities

1 Summary of report

The corporate Workforce Strategy was approved at Cabinet on 8th June 2021 and actions set out in the Implementation Plan have been allocated to several officers within the Council, to be completed within the timescales set out in the strategy. It has been agreed that annual updates will be shared with Members.

2 Recommendation

It is recommended that Members of the Committee note the annual update of the corporate Workforce Strategy and the completed actions made during 2021/22.

3 What are the objectives of the report and how do they link to the Council’s priorities?

The actions listed within the implementation plan link to our Council priorities that will guide the council’s work. This strategy sets out how exactly the council will ensure that its workforce is fully equipped to deliver upon the commitments in the corporate plan. It will seek to ensure that the council is an employer of choice, staff feel supported and challenged and have a place to build a career. This Workforce Strategy, and the associated implementation plan, alongside the medium-term financial plan, underpin the corporate plan.

4 What options have been considered

This report is an information report to provide updates on the implementation plan. No options are required for committee.

4.1 Update on the Implementation Plan

The update below provides Members with details of the progress made by theme agreed for Quarter 1 to 4 in 2021/22.

4.2 Equality, Diversity, and Inclusion (EDI)

Action	Update
Review the council’s current Equality Policy to ensure it is focused on Equality, Diversity, and Inclusion (EDI).	One of the outcomes from Corporate Peer Challenge was to publish equality objectives. Seven new equality objectives were agreed, each with several actions to implement during 2022, and work has begun on progressing the actions. The first Borough-wide EDI conference was also held on 24 th June 2022.

Take part in the Equality Framework for Local Government (EFLG) to review and improve our equality and inclusion practice.	There had been a delay in completing the Equality Framework for Local Government (EFLG) due to the LGA reviewing their process. We are advised by the Equalities Lead from our recent Corporate Peer Challenge to focus on the area of equalities data first, as quality data will enable us to focus our work and what the impact might be. In preparation for commencing the use of the framework in September, we have reviewed and improved our equalities data for our workforce using information contained on the Agresso system. The Equality, Diversity, and Inclusion (EDI) Officer Group will support this work. We expect to commence the application of the Framework by September 2022.
Encourage all staff to update their equality and diversity information on Agresso to give us a fuller picture of our workforce.	There is an ongoing process to capture the equalities information of our existing staff (who have not yet returned their information) and new starters. Work is underway with the HR Team to identify how we might best to capture this data, including annual checks and quarterly BBB articles to encourage staff to complete the information – although this cannot be made mandatory.
Review the Equality Impact Assessment process, ensuring it better supports decision-making by members and officers.	The EDI Group supported the review of the Equality Impact Assessment Forms and will provide comments and views prior to implementation. The new “Impact Assessment” also includes impacts for climate change and other key issues important to the Council. The new system will be monitored and adjusted over time to ensure it works as well as it can.
Extend our reporting procedures to include under-represented groups, (i.e., including LGBTQ+).	As part of a data cleansing exercising within the Agresso system, staff have been asked to update their equality data. We can only report on what staff declare and where numbers are very low, this may not provide very meaningful data, but staff are encouraged to participate.
Continue to support job carving opportunities for young disabled people.	The Employment Development Officer (EDO) within Children and Families Directorate is working to seek and secure job opportunities for young disabled people. Due to Covid, the focus has been on volunteering and getting clients back into volunteering positions to build skills and confidence and develop the skills needed for work. The EDO currently has 12 clients in volunteering positions within the Borough with a further 4 due to start later in the Summer.

In addition to the actions above, a new EDI group has been set up and over twenty employees have joined. The group meets regularly, sharing views and ideas about how we can become more inclusive as an employer, how we can offer a better service for our residents and act as a leader for our communities. The group have launched monthly programmes of awareness raising starting with LGBT History month in February, deaf awareness in May and Refugee week in June 2022. The group was behind the plans for the first EDI Borough-wide conference in June 2022.

4.3 Employee Journey

Action	Update
Understanding organisational vision - Embedding the corporate	A Customer Excellence eLearning module has been added to the suite of e-learning modules on Talent Management which includes information for staff on the Corporate Plan priorities,

<p>plan, vision, values, and priorities for the council for all staff to understand what these are.</p>	<p>vision, and values. This module is part of the induction process for new employees and is available to current employees. Other methods used to update staff include updates in staff newsletters, Employee Handbook, new starter Corporate Induction process and Corporate Induction roadshow. Vision and Values banners are included on staff signatures on emails.</p> <p>Following the Corporate Peer Challenge in November 2021, the Peer Challenge action plan includes a commitment to agree a new Corporate Plan for the Council inclusive of a new vision, values, and priorities. On the agreement of the new plan, vision and values, we will ensure we hold staff and managers conferences to ensure we embed them and increase awareness, using staff newsletters and other internal communication tools, this is likely to be within Year 3 of the Workforce Strategy actions.</p>
<p>Identify hard to recruit posts and look at ways of recruiting qualified professionals into these posts. Continue to develop our employer brand and social media presence to attract a wider and more diverse audience for job opportunities.</p> <p>Review and continue to improve the recruitment and induction process as new ways of working evolve.</p>	<p>HR have created a Task and Finish Project Group and developed an action plan to ensure the actions within the Workforce Development Strategy are actioned. The Employment Health and Safety Committee has approved the revised Recruitment and Selection, Removal and Relocation and Exit interview Policy.</p> <p>Work is now underway to review the suite of documents used in the recruitment process to ensure that we are compliant with equality and diversity legislation and the principles of safer recruitment. To date, the following tasks have been implemented:</p> <ul style="list-style-type: none"> ▪ Recruitment and Selection Policy and Managers Guidelines have been updated, approved, and implemented. ▪ We are working in partnership with North East Jobs and our Communications Team to promote adverts through other media e.g., Facebook, LinkedIn and Tik-Tok. <p>A Briefing Note was considered at EMT in June 2022 with many suggestions for improving recruitment and retention for example review of the Flexible Working and Refer a Friend Policy, review our advert content, and arrange/deliver and RCBC jobs and careers event. EMT have recently approved the recruitment of two additional HR staff to focus on recruitment – both in terms of strategy but also transactional processes.</p>
<p>Continue to review the reward and recognition schemes we offer.</p>	<p>Following staff survey feedback, responses were considered on reward and recognition going forward, the proposed package will now include the following:</p> <ul style="list-style-type: none"> - Employee Benefits and Discounts - Long Service Award Scheme - BBB Thank a Colleague - Mayor's Thank You Lunches - Informal Thank You's - Monthly and annual recognition scheme <p>This will re-commence in September 2022.</p>
<p>Improved staff communication and engagement.</p>	<p>Manager and staff conferences were held on 4th March 2022 to update managers and staff on a range of topics including EDI, New Ways of Working and Hybrid Working, Growth and Regeneration projects (including Teesworks, Town Deals, Future Highstreets and Freeport) and an update on the Care Covenant. It is proposed future conferences will be held in Autumn 2022.</p>

4.4 Employee Wellbeing

Action	Update
To develop a new Health and Wellbeing Strategy to reflect the changing requirements of new ways of working and service delivery. This will embed our culture of supporting our employees' health, safety, and wellbeing.	<p>A new Health and Wellbeing Strategy has been developed and was approved at the Employment Health and Safety Committee on 17th November 2021. An action plan has been developed on how to deliver the included implementation plan and progress so far includes:</p> <ul style="list-style-type: none"> ▪ A health needs analysis has been undertaken, the results of which have helped to formulate Employee Health and Wellbeing programme of events has been agreed for 2022, which compliments the Mental Health Programme and will satisfy the better Health at Work criteria. ▪ We have launched the new Employee Assistance Programme. ▪ Menopause Café has been re-established. ▪ Walking Groups have been established. ▪ Real Life Mental Health Stories are being shared with other employees. ▪ Implemented the employee Facebook portal and wellness Wednesday emails (monthly) ▪ Work is ongoing to agree how we measure the effective of the interventions put in place to improve and maintain the health and wellbeing of employees.
Implement a new Mental Health Training Programme to raise awareness and reduce the stigma associated with mental health.	A 12-month Mental Health Awareness programme was delivered throughout 2021/22 where 20 sessions were delivered to 195 delegates. These sessions were delivered in house by external training providers and was funded by Public Health via their Covid budget. Due to the success of the programme, a new programme has been developed for 2022/23 and has been launched to employees and Members. To date 6 sessions have been delivered to 55 employees/Members.
To develop and implement a new employee Facebook page to reach all council employees and elected members and to have a wellbeing section on the new intranet.	A new Employee Facebook page has been launched and so far, 488 employees have joined.
An annual review of the support services to employees and elected members. Review and continue to develop the monthly health promotion events to employees and Elected Members.	An annual review of the support services to employees and Elected Members has taken place which includes an extension of the occupational health contract until 31 March 2023, an extension of the physiotherapy contract until 30 September 2022 and the launch of the Employee Assistance Programme together with the Staff Support Network has increased the capacity for employee to access counselling support.

4.5 New ways of working and Digitisation

Action	Update
To develop and implement a new ways of working policy.	The New Ways of Working policy was approved by the Employment Health and Safety Committee who agreed a permanent hybrid working arrangement for staff who were able to work from home. Hybrid-working staff are required to complete the DSE eLearning module, and a new Health and Safety homeworking questionnaire is currently being developed and will

	be rolled out in early July 2022. The Agresso system is currently being updated to ensure appropriate recording and tracking of these requirements is in place.
To implement the new Digital strategy which aims to make the council more efficient and effective in the delivery of its many services.	The digital strategy is live which includes a delivery plan of key activities and projects needed to support the strategy. These projects are all on track with progress reported back through to the Digital Delivery Board.
To provide staff with the appropriate training in the use of digital methods of working.	Digital training will be offered to all staff via Adult Learning Programme due to be launched in Autumn 2022. Initial pilot of training held with Kickstart placements during May 2022.

4.6 Supporting Young People

Action	Update
To support the new Government funded Kickstart 6-month programme 'a plan for jobs', to get young people, aged 16-24 years old into work.	<p>The Kickstart programme has proven to be very successful, supporting local young people into employment opportunities.</p> <p>The first cohort placed 30 young people, 24 were offered employment internally or externally.</p> <p>The second cohort of 14 placements also had great results with 8 so far securing employment internally or externally.</p> <p>The third cohort has a further 30 placements, including 3 Care Leavers and 1 refugee. To date, 3 have secured employment (1 external and 2 internal).</p>
To support the new Government funded Traineeship programme, intended to get people into their first jobs after education (open to people aged between 16 and 24).	The Traineeship programme was launched in September 2021 with a pilot for young people who are NEETs (Not in Education, Employment or Training), Care Leavers or Children in our Care. We will offer a further programme, ready for a new in-take of young people from September 2022 and will revise the programme following feedback from first scheme.
Continue to have an annual intake of the Young Person's Paid Work Experience Programme, across all directorates and to be fully budgeted.	The 2022/23 programme has offered 15 young people placements on the Young Person's Paid Work Experience programme, two of which are Children in Our Care. Programme will begin in July 2022. This follows on the successful programme completed in 2021/22.
Offer annual school-work experience placements to Year 10 students within the borough in a range of job roles across all directorates	School Work Experience placements for Year 10 students is underway with three secondary schools within the Borough. Additionally, we have attended several school careers events to promote the Council's Apprenticeship programme and advertise our vacancies. We aim to re-launch the RCBC offer which includes School work experience placements, mock interviews, meet the manager and attend careers events to promote apprenticeships, in September 2022.
Continue to promote our apprenticeship programme to new and existing employees,	The apprenticeship programme achieved 60 new apprenticeship starts in 2021/22 and we are aiming for similar numbers in 2022/23. Directorates are fully supportive of the apprenticeship programme, and the next recruitment campaign was launched in June 2022, ready for a September 2022 start.

advertising the range of courses available.	
Continue to support our local University offering 8–12-week internship placements in their chosen field.	Placements are still supported across the council with the most recent placements joining the Children and Families directorate in September 2021 and January 2022.
Continue to support the Children and Families Care Pledge with our youth employment schemes	We continue to support the Children and Families Care Covenant Pledge with our youth employment schemes including apprenticeships, kickstart placements and Young Person's Paid Work Experience, our team have provided support to several Care Leavers to apply and successfully be appointed to positions, prepare for interviews and where possible are directly matched to placements and supported in securing permanent employment.
To support the Government's T-Level programme which will follow GCSEs and will be equivalent to three A levels.	We will continue to work with the local training providers and colleges to offer annual work placements to local students to support them in successfully achieving their T Level qualification.

4.7

Workforce Planning and Talent Management

Action	Update
Launch a new e-learning system and for this to be integrated with our existing Agresso system.	The new eLearning system (Talent Management) was launched in September 2021, offering a wide range of eLearning modules. Work is ongoing to integrate the system into Agresso to reduce the administration time and allow reports to be ran and training records to be updated.
Talent management / upskilling / promotion of existing employees. Delivering bespoke training plans based on individual/team requirements.	A Workforce Planning survey was issued to 55 service managers council wide. The survey included questions around succession planning, training requirements, areas of sole reliance, leadership and management training and coaching and mentoring. The results are helping the development of a range of programmes as set out in the Workforce Strategy Implementation Plan.
Work with services to identify areas of sole reliance and develop an action plan to resolve this.	Service Managers have identified areas of sole reliance and produced action plans to resolve these issues. There were 13 sole reliant posts highlighted across the Council. A further review will be carried out in September 2022.
To deliver a bespoke Leadership Programme, aimed at both middle level and senior managers, wanting to progress their career within RCBC.	The development of a new strategic Leadership programme has begun with the Corporate Directors by an external training company, working to co-design the course content. A programme will then be developed for Assistant Directors/Heads of Service/Members.
To deliver a Coaching and Mentoring training programme. The programme will be aimed at both middle level and senior managers, wanting to support colleagues within the Council to	A Coaching and Mentoring programme will be delivered to managers who want to develop their skills to support colleagues within the Council to progress their career within RCBC. Programme on hold until the Strategic Leadership programme has been developed so the outcomes can be linked to both programmes.

progress their career within RCBC.	
Develop strong and effective managers.	A new Corporate Training Programme which sets out the Council's full training offer was launched in January 2022. This included a new management development programme which is available to both new and existing managers and sessions commenced in March 2022.

5 Impact assessment

Type of Risk/ Implication	Details
Climate Emergency Impact	There is no specific impact arising from this report. However, since start of lockdown and more recently with a permanent hybrid working arrangement, travel across Redcar and Cleveland has been significantly reduced including travel to and from the workplace and meetings being held via Teams.
Health and Safety	The assurance of the Health and Safety team, which is charged with validating health & safety practices are operating in accordance with policy will ensure that the Council is performing as required in relevant areas.
Social Value	The Workforce Strategy contributes significantly to social value as the council offers opportunities for local people to develop their skills and increase their employability, for example, apprenticeships, young person's paid work experience, unpaid work experience placements, internships, opportunities for interview practice, job carving and work shadowing. We also invest in our employees in various ways, including offering generous employee benefits and discounts and training opportunities which in turn supports our local economy.
Legal	No implications
Financial	The corporate training budget supports the development of our staff in terms of upskilling, ensuring our employees have the right skills to carry out their role.
Human Resources	There is no specific impact arising from this report, however the HR team are on board and working closely with the Learning and Development Team to achieve the actions set out within the implementation plan.
Equality and Diversity	The council has a proactive approach to equality and diversity, both in terms of ensuring that the workforce is representative of the community as a whole, including those with protected characteristics, but also in ensuring that all staff receive basic training on equality and diversity and are caring and respectful in their work.

6 Consultation and Engagement

The Managing Director, Executive Management Team and Trade Unions are presented with quarterly updates on the progress made with the implementation plan.

7 Appendices and background papers

Appendix 1 – Workforce Strategy 2021-2024

8 Contact officer

8.1 Name: Vikki Smith
 Position: Resources Business Manager
 Address: Redcar and Cleveland House, Kirkleatham Street, Redcar, TS10 1RT

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Email:

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Vikki.smith@redcar-cleveland.gov.uk



Redcar & Cleveland Borough Council

Workforce Strategy

2021 - 2024



PRINCESS ROYAL
TRAINING AWARD
2019

ACHIEVEMENT
AWARDS 2019
WINNERS **EMJ**

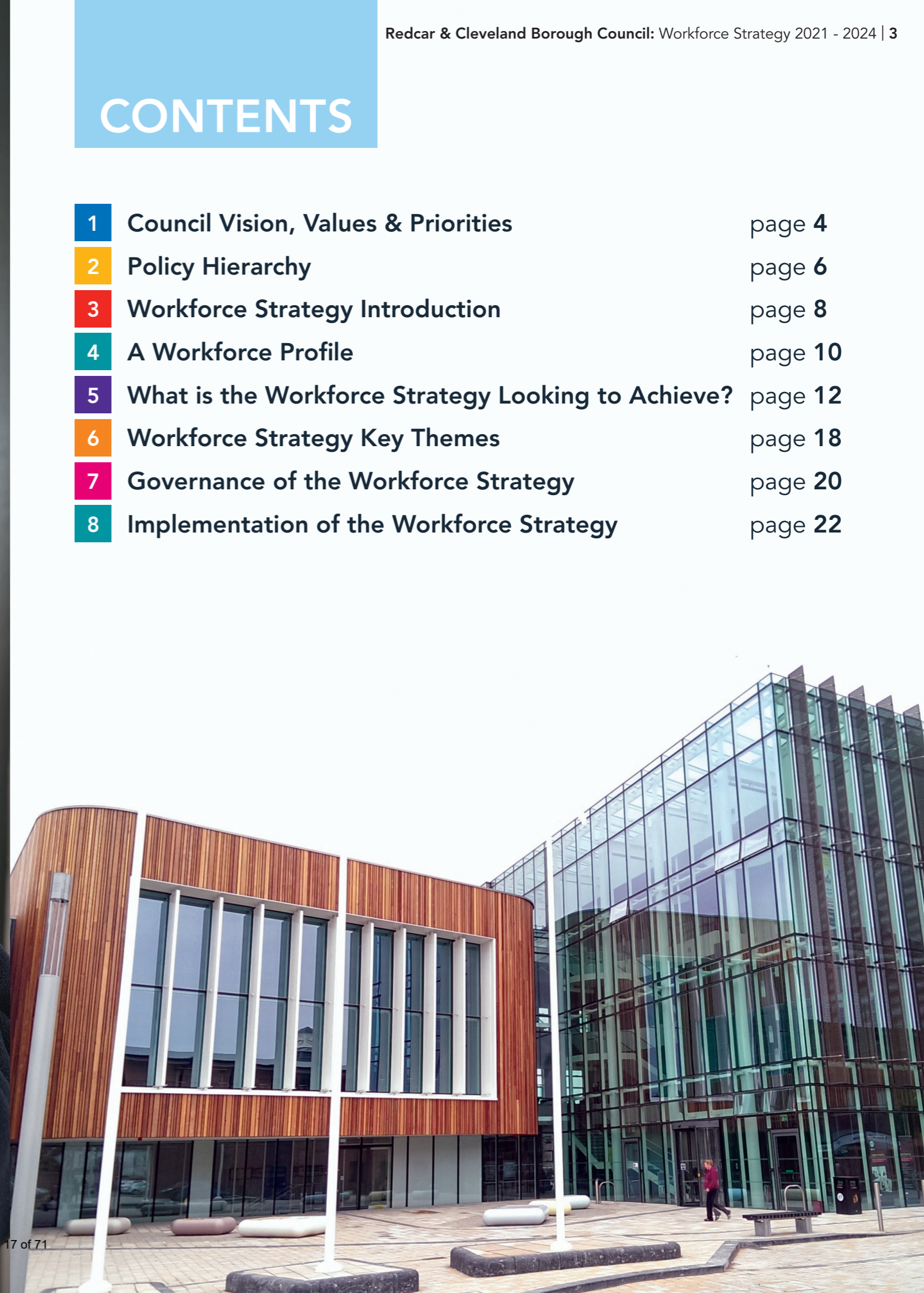


North East
Better Health
at Work Award
Maintaining Excellence



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1 Council Vision, Values and Priorities

Our new vision for the Borough is:

Redcar & Cleveland Borough will be zero carbon, safer and more prosperous and attractive. People will live longer, more fulfilling and independent lives and will have access to the means of support when they need it.

Our values as public servants and elected representatives are:

TO KEEP COMMUNITIES CENTRAL TO WHAT WE DO	TO BE CARING AND RESPECTFUL	TO BE BOLD, AMBITIOUS AND ASPIRATIONAL
TO PROMOTE EQUALITY OF OPPORTUNITY	TO ALWAYS AIM TO GET THE JOB DONE TO THE BEST OF OUR ABILITY, WITHIN AVAILABLE RESOURCES	

PRIORITIES

Listed below are our four new priorities, that will guide the council’s work. Within each of the priorities is a small number of top commitments that the council makes to local people.

1 Tackling Climate Change and Enhancing the Natural Environment



- We shall make clear how, in partnership, we will make Redcar & Cleveland carbon neutral by 2030
- We shall achieve a step-change in recycling rates in the Borough
- We shall support biodiversity with actions to support wildlife and plant life

2 Meeting Residents’ Needs



- We shall improve long-term physical health and mental well-being, get young people more active, and ultimately save lives
- We shall take more preventative actions, to keep people safe, to enable more children and older people to live safely at home, with the right support at the right time
- We shall further strengthen partnerships with schools and colleges to ensure young people’s aspirations are raised, they get a better secondary school experience and acquire the skills they need for future jobs

3 Improving the Physical Appearance of the Borough and Enhancing Prosperity



- We shall be more proactive in the way we look after the look of our Borough
- We shall progress and deliver landmark projects to create jobs, increase pride and improve quality of life
- We shall have an exciting cultural and visitor offer for all to enjoy

4 Investing for the long-term



- We shall make sure our staff have access to training, development and support, including mental wellbeing, to enable them all to continue to do an excellent job
- We shall ensure community needs are better met in localities as we rationalise our assets and buildings and manage demand by enabling people to digitally help themselves, whilst maintaining the face-to-face contact that our residents value
- We shall continue to lobby Government for a fair share of resources for our Borough, whilst managing public money well, keeping the Council financially sustainable, and minimising the financial impact of Covid on local people

2 Policy Hierarchy

The council has a range of complementary policies and plans which set the strategic and political context in which the organisation operates. The following simple diagram provides an overview of where the Workforce Strategy sits.

Corporate Plan

The corporate plan sets out the council's vision & values and priorities. This is the strategic framework which elected members have put in place in order to ensure the delivery of their political priorities.

Medium Term Financial Strategy

The Medium Term Financial Strategy underpins all that the council will deliver within the corporate plan. It sets out within a robust plan how the council will fund agreed priorities including the workforce.

Workforce Strategy

The council's workforce is fundamental to the delivery of the organisation's priorities. The Workforce Strategy and implementation set out how the council will support, prepare and equip its workforce to deliver the future aspirations of the council.

Other interlinking strategies

The Workforce Strategy has direct links to a number of other council strategies and plans, notably the Equality Policy, Asset Strategy and Digital Strategy.



3 Workforce Strategy Introduction

Redcar & Cleveland is a beautiful and diverse borough in the north east of England. It is home to 136,000 people, who live across over 20 different towns or villages. The residents of the borough are strong and resilient, however the challenges presented by COVID-19 over the last year have been unprecedented. It will take time for the local community and the council to recover fully.



In November 2020, the council agreed a new corporate plan to guide the council's recovery, leading the borough through the COVID-19 pandemic and beyond. The plan includes a range of actions and projects that will support communities and the local economy as the borough emerges from the pandemic. This Workforce Strategy, and

the associated implementation plan, alongside the medium-term financial plan, underpin the corporate plan.

The actions listed within the implementation plan link to our new priorities that will guide the council's work. Each strand will replicate the priority symbol to show how we will meet our priorities.

This strategy sets out how exactly the council will ensure that its workforce is fully equipped to deliver upon the commitments in the corporate plan. It will seek to ensure that the council is an employer of choice, staff feel supported and challenged and have a place to build a career.



4 Workforce Profile

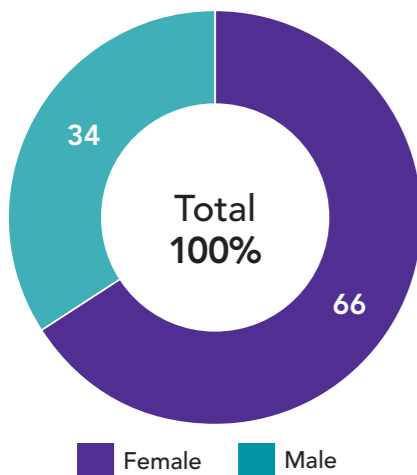
The council has a workforce of more than 2,000 staff, employed across three directorates, each of which provides vital services to the people of Redcar and Cleveland. The nature of local government is such that there is a wide range of jobs and professions across the directorates requiring a broad range of skills and abilities. The following tables provide a statistical overview of the council's workforce, utilising data drawn from the council's management information system.



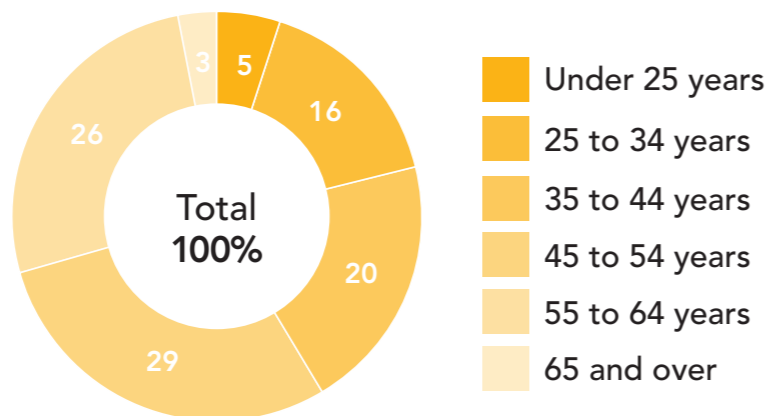
Staff headcount as at February 2020



Gender breakdown



Age breakdown



Equality, Diversity and Inclusion

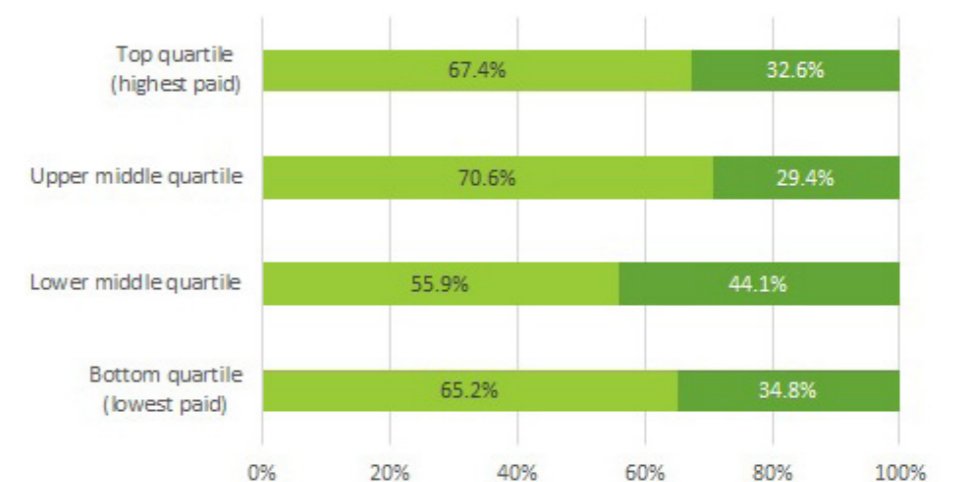


Gender Pay Gap - March 2020

The average (median) pay of women is slightly higher (7.7%) than the average pay of men.

■ Female ■ Male

Gender distribution by pay quartile



5 What are we looking to achieve through the Workforce Strategy?

Redcar & Cleveland Borough Council, like many other places, has challenges to overcome, as well as opportunities to explore to ensure that its workforce is best positioned for the future. In developing this strategy conversations have taken place with senior management and staff, as well as through the Local Government Association. This dialogue has helped to crystallise current issues facing the workforce, as well as the necessary action to make improvements, thus helping to shape the interconnected themes set out at section 6. An overview of some of the key issues for the council's workforce are as follows:



A competitive professional marketplace

The council operates within a competitive jobs market for skilled, experienced professionals. Areas like social work, engineering and building control are highly sought and hard to recruit. Redcar and Cleveland needs to define its unique selling point - in order to attract and retain staff, be it manageable caseloads, competitive salaries or health and wellbeing support to attract and retain these professionals.



An ageing workforce

The council's workforce is ageing in key areas like neighbourhoods. The organisation needs to create opportunities within available resources so that this knowledge and experience can be passed on in a structured way.



Embedding a new leadership culture

The council has a relatively new leadership team following a long period under the same leadership. Different structures and personnel take some time to embed and create a new organisational culture.



Engaging and communicating with staff

The council must find new and innovative ways to communicate and engage with staff, sharing and listening through established channels, as well as looking to new methods to best understand each other.



Talent management programmes

The council needs to challenge and develop its staff, creating programmes that challenge the staff who show the aptitude and application to be leaders of the future.



A rewarding place to build a career

The council needs to provide opportunities to build a career, where there are clear succession lines for those staff who want to get promoted. At the same time there needs to be policies and procedures in place that enable managers to deploy staff flexibly to test and challenge them in new and differing roles.

"A FLOURISHING FUTURE"



Equality, diversity and inclusion

The organisation needs to ensure that the most vulnerable are protected and that no one is adversely affected due to a protected characteristic. The council must ensure there is a culture of honesty, openness and respect amongst colleagues and the local community.



Embracing digitisation

New technology is increasingly influencing the way in which the council operates, creating efficiencies and connecting people like never before. The council must ensure that its workforce is fully trained and equipped to embrace and engage with the digital agenda.



New ways of working

COVID-19 has rapidly accelerated mobile and new ways of working at the council, with staff working from home on a scale never seen before. A key challenge for this strategy will be to embed this way of working, creating a blend between how the organisation works now and previously.



Performance management

With fewer staff than in the past and increasing demand for services it is vital that the council's workforce is challenged and motivated. Staff and managers are to be supported and equipped to take on the difficult conversations that help to drive performance improvement.



Supporting mental health, safety and wellbeing of staff

As an employer and as a community leader the council has a duty to look after the physical and mental wellbeing as well as the health and safety of staff. The organisation will need to use its collective resource to support staff as best as it can, a significant task given the disparate nature of the workforce.



Providing opportunities for young people that lead to permanent jobs

The council operates an award-winning apprenticeship scheme, as well as a number of other initiatives to provide employment opportunities for young people. The organisation has the difficult balance to strike between creating lots of placements for young people to get experience and creating permanent jobs for them within budget.



Managing service capacity to deal with various schemes

The initiatives the council has in place to create opportunities for young people, are mutually beneficial for the young people and the organisation. There is however a recognition that not all placements go to plan and create challenges for services to manage, wherever possible the organisation needs to ensure that the right placements are in place for the right people.



Children and young people

The council works hard to support and provide employment opportunities for looked after children. This is something the authority is passionate to support and the council has an established Children in Care Pledge.



Meaningful learning and development

The council needs to ensure that its learning and development package meets the differing needs of the organisation, providing universal training as well as providing bespoke programmes for professionals, statutory training or basic literacy and numeracy training.



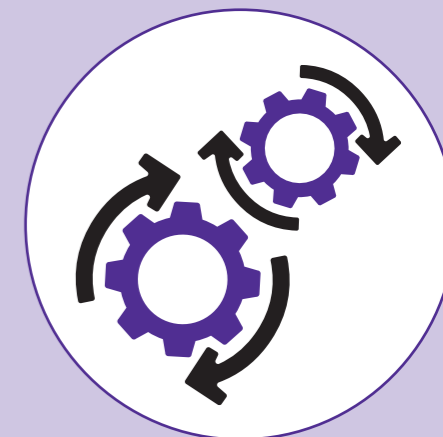
A reduced budget, staff having to do more

An ongoing issue for the council is that a reduced budget means fewer employees, and with demand for services increasing, this creates more pressure on council resources. This on occasion, sees a loss of talent with staff choosing to leave the council. Over the last decade the workforce has reduced by approximately a third, with the organisation having circa 1000 fewer employees in 2021 than in 2011.



Making the council an attractive employer to work for

The council's terms and conditions and staff reward, recognition and benefits scheme need to be appealing in a competitive labour marketplace. The council must be a flexible, family focussed employer.





Not being constrained by processes and procedures

The council must ensure that its processes and systems are proportionate to be able to recruit swiftly, support and develop staff, enable decision making and show transparency to the public. It is important that employee time is spent on the tasks that help the public as much as possible, not the underpinning processes. Where there are mandated processes such as appraisals, they must add value, linking into broader business objectives.

6 Workforce Strategy Key Themes

To focus the council’s workforce planning the following interlinked themes have been established. These themes are born out of the issues and challenges facing the organisation set at section 5 of this strategy.

 <p>Equality, Diversity and Inclusion The council is committed to eliminating discrimination, providing equality of opportunity and challenging prejudice in order to advance the achievement of equality. The council will strive to create an inclusive working environment where staff are both supported and empowered to champion equality and diversity. The organisation will regularly review its training offer, recruitment methods and policies and procedures, as well as best practice to ensure that equality, diversity and inclusion maintains prominence.</p>	 <p>Employee Wellbeing The council is committed to ensuring that its staff are supported to do their job. Within available resources it will ensure that there are a range of schemes, initiatives, and mechanisms in place to look after the mental and physical wellbeing of the workforce. This will build on popular and successful health and wellbeing initiatives already in place, as well as looking at innovative new ways to support and connect the workforce, exploring new digital options where possible.</p>	 <p>Supporting Young People within the Borough Put simply, providing opportunities for local children and young people to develop their skills and secure good long-term careers is, and always will be a key priority for the council. The Workforce Strategy seeks to put in place a range of complementary initiatives that support and nurture the skills of young people at different stages in their development, helping to ensure that they are ready for the jobs that become available at the council or elsewhere.</p>
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For each theme a number of actions, and timescales for delivery, have been developed and are set out within the Workforce Strategy Implementation Plan at section 8.

 <p>Workforce Planning and Talent Management The council must ensure that its workforce has the right skills and knowledge to deliver upon the aspirations for the borough. To do so, it will be necessary to have a systematic approach to workforce planning, undertaking regular skills and workforce mapping exercises to best prepare the organisation for what lay ahead. Similarly, the council must ensure that there are sufficient mechanisms in place to get the best out of its current workforce, be it through structured training, performance review and appraisals or talent management programmes.</p>	 <p>Employee Journey The council aspires to stand out from the crowd, as an employer of choice, being a great place to build a career. To do so it is paramount that the council has a clear and recognisable brand, that people know and trust, and attracts them to the organisation. This brand must be backed up by efficient systems and processes that enable the organisation to act swiftly and confidently when recruiting. From the moment staff join the council they must receive a warm and professional welcome, be provided with accurate and timely information and are recognised for and supported in their work.</p>	 <p>New Ways of Working and Digitisation COVID-19 has transformed the way the council operates, with many staff working remotely and using new digital technology. As the organisation emerges out of the pandemic it will be necessary to build on this, providing a blended working model, supported by robust policies and procedures. By utilising the right technology and training that facilitates modern ways of working not bound to a single location, the organisation will reduce travel and the council’s carbon footprint.</p>
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7 Governance of Workforce Strategy

Whilst the Workforce Strategy will reach all parts of the organisation, the overall responsibility for delivery of the strategy and associated implementation plan is as follows:



8 Implementation Plan 2021 - 2024



Equality, Diversity and Inclusion

Building an inclusive organisation where colleagues feel confident about being themselves at work.



ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
Review the council's current Equality Policy to ensure it is focused on Equality, Diversity and Inclusion (EDI), and leads to a meaningful action plan for improvement.	We will implement an EDI group, cross directorate to work together to be champions, to review the Equality Policy and develop and monitor progress against an action plan.	Group formed March 2021 Policy Review 2021 - 2024	Strategic Policy Lead Strategic HR Manager
Extend our reporting procedures to include under-represented groups, (i.e. including LGBTQ+).	Publish, where possible, clear statistics of the make-up of the council workforce, including all under-represented groups.	Annual Report (March)	Strategic Policy Lead
Encourage all staff to update their equality and diversity information on Agresso to give us a fuller picture of our workforce. Use data for workforce and succession plans.	Having a culture of openness and trust where colleagues are reassured that the data they provide is confidential. Having a clearer understanding of workforce representation will enable managers to set local targets to improve the diversity of their team.	September 2021 with ongoing updates	Strategic Policy Lead Strategic HR Manager DMT
Take part in the Equality Framework for Local Government (EFLG) to review and improve our equality and inclusion practice. This should be a specific action to do at a corporate level.	Deliver accessible and responsive services to customers and residents in our communities including those from protected characteristics. Employ a workforce that reflects the diversity of the area we are serving. Provide equality of opportunity for all staff. Meet the requirements of the Public Sector Equality Duty.	May 2021	Strategic Policy Lead
Review the Equality Impact Assessment process, ensuring it better supports decision-making by members and officers	To train our managers to undertake equality impact assessments to ensure processes or changes within RCBC are maximising the opportunity to promote inclusion and not inadvertently disadvantaging or excluding certain groups.	September 2021	Strategic Policy Lead Organisational Development Advisor
Continue to support job carving opportunities for young disabled people.	For the young people to successfully complete their work experience placement and progress into further education or future employment.		DMT



Employee Wellbeing

Ensuring employees and Elected Members feel supported and valued and know how to access support during challenging periods of their lives.



ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
To develop a new Health and Wellbeing Strategy to reflect the changing requirements of new ways of working and service delivery. This will embed our culture of supporting our employees' health, safety and wellbeing.	Implementing the new strategy and seeing a positive work life balance amongst our employees and members,	May 2021	Strategic HR Manager
Implement a new Mental Health Training Programme to raise awareness and reduce the stigma associated with mental health.	Managers feeling confident about having difficult conversations with their employees around poor mental health and having the knowledge to signpost their staff to the appropriate support services. Staff will be supported to become more resilient and manage personal stress and good mental health, both in work and at home.	April 2021	Organisational Development Advisor
Review of the annual appraisal process, ensuring a two way conversation takes place and the employee feels valued.	For all employees to have received an appraisal and the training needs identified and the relevant training be implemented as soon as possible.	September 2022	Organisational Development Advisor
To develop and implement a new employee Facebook page to reach all council employees and elected members and to have a wellbeing section on the new intranet.	Interaction and engagement from council employees and elected members. To see increased take up, of health promotion events through Facebook advertising.	April 2021	Head of Marketing and Communications Strategic HR Manager
An annual review of the support services to employees and elected members.	To meet the needs of our employees and elected members, providing the best support services with reduced waiting times (reviewing contracts of support services such as Occupational Health, Physiotherapy treatment, Counselling).	Ongoing with an annual review	Strategic HR Manager
Review and continue to develop the monthly health promotion events to employees and Elected Members, including national initiatives such as Stoptober, Mental Health at Work Week etc.	Employees and elected members to engage and take part in the events.	Ongoing with an annual review	Health and Wellbeing Manager

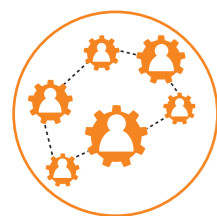




Supporting Young People within the Borough

Providing an innovative Youth Employment Programme to help transform the lives of some of the most vulnerable young people in our communities, providing career-pathways through work experience, apprenticeships and employment.

ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
Offer annual school-work experience placements to year 10 students within the borough in a range of job roles across all directorates.	For the young people to successfully complete their work experience placement and progress into further education or future employment.	Annual offer to schools to fit with their timetables	Business Manager, Resources DMT
Continue to have an annual intake of the Young Person's Paid Work Experience Programme, across all directorates and be fully budgeted.	For the young people to successfully complete their 12- month paid work experience placement and use their new skills and experience to progress into further education or future employment.	Annual programme	Organisational Development Advisor DMT
To support the Government's T-Level programme which will follow GCSEs and will be equivalent to three A levels. These two-year courses have been developed in collaboration with employers and businesses, so that the content meets the needs of industry and prepares students for work.	We will work with local training providers and colleges to offer annual work experience placements to local students to support them in successfully achieving their T Level qualification.	Annual placements to fit in with the academic timetable.	Organisational Development Advisor DMT
To support the new Government-funded Traineeship programme, intended to get people into their first job after education (open to people aged between 16 and 24).	Implementing the offer of traineeships to young people within the borough, targeting our more vulnerable groups (those Not in Education, Employment or Training (NEETs), Youth Employment Initiative (YEI), Children In Our Care (CIOC and Care Leavers). We will support the young people to successfully complete their work experience placement to help them progress into further education or future employment.	First cohort 2021/22, annual review following initial pilot.	Business Manager, Resources DMT
To support the new Government-funded Kickstart programme 'a plan for jobs', to get young people, aged 16-24 year olds into work.	Initially employ 30 young people, across all directorates, providing them skills and experience within a work environment to help them secure future employment.	April 2021	Business Manager, Resources DMT
Continue to promote our apprenticeship programme to new and existing employees, advertising the range of courses available.	Continue to utilise the Apprenticeship Levy funding to upskill current workforce which will assist with succession planning, skills gaps, and hard to recruit posts. Continue to meet the government annual target of new apprenticeship intakes. To have a greater success rate from apprenticeship intake from target groups.	Annual intake of new apprentices	Business Manager, Resources DMT
Continue to support our local University, offering 8 - 12 week internship placements in their chosen field.	Completion of the work experience placements will aim to help the students gain future employment in their chosen field.	Annual placements offered	Organisational Development Advisor
Continue to support the Children and Families care pledge with our youth employment schemes.	For the young people to successfully complete their apprenticeship / work experience and they progress into further education or future employment.	2021 - 2024	Business Manager, Resources DMT



Workforce Planning and Talent Management

To be a highly productive organisation, focussed on achievement that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.



ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
Talent management / upskilling / promotion of existing employees. Delivering bespoke training plans based on individual/team requirements.	Existing employees gaining promotion and increasing their skills, knowledge and qualifications. Managers identifying skills gaps and having conversations with their employee(s) to identify training needs and developing action plans. Explore opportunities to work with external organisations and training providers.	New programme to be developed during 2021 - 2022	DMT Managers Organisational Development Advisor with DMT
Succession planning - identifying and developing potential future leaders and senior managers, as well as individuals, to fill business-critical roles.	Evidence of succession planning within teams including temporary and permanent arrangements, supporting employees gain further knowledge and experience, giving them the confidence and skills to be able to apply for promotion opportunities as they arise. Continue to fully utilise the Apprenticeship Levy funds to maximise the benefits of apprenticeships through upskilling existing employees and support the 20% Off The Job training requirement.	2022 - 2023	Strategic HR Manager with DMTs Managers
Work with services to identify areas of sole reliance and develop an action plan to resolve this.	Implementation of the action plans to have stronger service delivery, council wide.	2021 - 2022	Organisational Development Advisor DMT
Develop strong and effective managers.	Review and roll out a new Management development programme – review content and trainer input (external, internal) and increase the number of managers attending the training. Giving managers the tools to manage employee performance.	2021 - 2022	Organisational Development Advisor DMT
Launch a new e-learning system and for this to be integrated with our existing Agresso system.	A smooth transition from one system to another, with full training for employees. The completion of modules will automatically update the employees training record, held within Agresso.	September 2021	ERP System Development Manager Organisational Development Advisor
To deliver a bespoke Leadership Programme, aimed at both middle level and senior managers, wanting to progress their career within RCBC.	Our managers will be supported to develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership.	2021 - 2022	DMT Organisational Development Advisor

ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
To deliver a Coaching and Mentoring training programme. The programme will be aimed at both middle level and senior managers, wanting to support colleagues within the Council to progress their career within RCBC.	Following successful completion of the training course, the managers will support/mentor colleagues in an effective and inclusive way, that recognises potential, develops performance and role models our council values.	2021 - 2022	DMT Organisational Development Advisor





Employee journey

Ensuring all employees are successfully integrated into the organisation at the start of their employment and continue to develop their career in a positive and supportive environment.



ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
Review and continue to improve the recruitment and induction process as new ways of working evolve.	Maintaining effective communication between the employer and new employee, following their acceptance of the post.	2022 - 2023	Strategic HR Manager supported by Organisational Development Advisor
Consider implementing an Onboarding process, engaging with the new employee prior to them commencing their employment.		2022 - 2023	Strategic HR Manager supported by Organisational Development Advisor
Continue to review the reward and recognition schemes we offer.	Attendance at events (pride awards, long service award ceremony, mayors thank you) and staff feeling valued.	September 2021	Strategic HR Manager
Improved staff communication and engagement.	Attendance at planned events and interaction/feedback from staff viewfinder panel, manager and staff conferences. Staff feeling involved in decision making and able to share their thoughts and ideas. Clear and accurate internal communication, maximising the use of email to all employees.	2021 - 2024	Head of Marketing and Communications
Understanding organisational vision - Embedding the corporate plan, vision, values and priorities for the council for all staff to understand what these are.	Employees understanding and embedding the councils vision, values and priorities in their daily work.	June 2021	Strategic Policy Lead Head of Marketing and Communications
Identify hard to recruit posts and look at ways of recruiting qualified professionals into these posts. Continue to develop our employer brand and social media presence to attract a wider and more diverse audience for job opportunities.	We will make the council an employer of choice by continuing to develop our brand and social media presence to attract qualified professionals for job opportunities.	2021 - 2023	Strategic HR Manager Head of Marketing and Communications



New Ways of Working and Digitisation

Finding the most appropriate and effective way of working, at home or in the office.



ACTION	MEASURING SUCCESS	BY WHEN?	WHO?
To implement the new Digital strategy which aims to make the council more efficient and effective in the delivery of its many services.	Strategic implementation of new digital capabilities and software systems, allowing maximisation of the business operations and goals.	Phased implementation between 2021 - 2023	Strategic IT Manager
To develop and implement a new ways of working policy.	The new ways of working policy will be implemented through engagement and communication with managers and employees.	August 2021	Strategic HR Manager
To provide staff with the appropriate training in the use of digital methods of working.	IT digital training and support to be offered to staff when new systems are being rolled out.	2021 - 2024	Strategic IT Manager





Member Report

Maternity Provisions



Public

To: Employment, Health and Safety Committee

Date: 3 August 2022

From: Managing Director (Head of Paid Services)

Decision type: Committee

Portfolio: Resources

Forward Plan Reference:

Priority: Investing for the Long Term

HEADLINE POSITION

1 Summary of report

- 1.1 The purpose of the report to seek approval for the implementation of the revised Maternity Provisions.

2 Recommendation

- 2.1 It is recommended that the Employment Health and Safety Committee approve the Maternity Provisions.

3 DETAILED PROPOSALS

- 3.1 The current Maternity Provisions were approved on 3 November 2019 and, in line with normal arrangements, have now been reviewed to ensure ongoing compliance with employment and equality legislation.
- 3.2 Having up to date Maternity Provisions will ensure that Redcar and Cleveland Borough Council is compliant with the Maternity and Parental Leave etc. Regulations 1999
- 3.3 Having reviewed the Maternity Provisions, it is proposed that the general arrangements within the provisions should largely be maintained, but with some minor changes. Subject to the views of the committee, it is proposed that the following changes should be implemented:

Section	Comments
Section 1 – Introduction	This section has been updated
Section 3 – Equality Diversity & Inclusion	This section has been added to the revised provisions to support the Council's equality, diversity, and inclusion objectives
Section 4 – Notification of Pregnancy	This section has been updated to included information on an employee entitlement in the event of a miscarriage, stillbirth, or early death

Section 7 – Maternity Pay and Local Government Pension Scheme	This section has been updated to clarify that unpaid maternity leave does not count for pension purposes and step that an employee can take to buy the lost pension
Section 9 – Returning to Work	This section has been updated to clarify the relationship between the Maternity Provision and the Right to Request Flexible Working Policy

3.4 A copy of the Maternity Provisions are attached as Appendix 1.

4 Impact Assessment

Type of Risk/ Implication	Details
Climate Emergency Impact	There is no direct impact on the climate emergency
Health and Safety	The revised Maternity Provisions will ensure that Redcar and Cleveland comply with relevant Health and Safety legislation for expectant employees
Social Value	There is no direct impact in term of social value
Legal	The revised Maternity Provisions will ensure that Redcar & Cleveland comply with relevant Employment legislation
Financial	Employees who meet the necessary qualifying criteria are entitled to occupational maternity pay which is partially offset by Statutory Maternity Pay. Occupational Maternity Pay is funded from existing salary budgets
Human Resources	The revised Maternity Provisions will help to ensure that expectant employees are aware of their rights to maternity leave and maternity pay
Equality and Diversity	The provision are designed to be compliant with Equality and Diversity requirements to ensure that an employee does not receive unfavourable treatment because of their pregnancy or pregnancy-related illness

5 Implementation Plan

Implementation Plan	Comment
Timetable for implementing decision.	Once the revised Maternity Provisions have been approved these will be implemented with immediate effect.
Lead officer	Jane Garnett, Strategic HR Manager
Reporting progress	N/A
Communications Plan	Arrangements will be made for this to be communicated internally via HR Insight and Building a Better Borough. A copy will also be made available on the intranet.

6 Consultation and Engagement

6.1 A copy of the revised Maternity Provisions were circulated to the recognised Trade Unions and the Equality and Diversity Group no comments have been received

7 Appendices and background papers

7.1 Appendix 1 Maternity Provisions.

8 Contact officer

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Human Resources

MATERNITY PROVISIONS

Document Control			
Applies To	All employees	Intranet	
Approval/Date		Issue Date	
Author/Lead Officer		Page Content	11
Council Website		Print Run	
Distribution List		Reference Number	HRPROV/27/VERSION 11.0
Division		Review Date	
Document Replaces	Maternity Provisions Version 10.0	Status	DRAFT
Document Title	Maternity Provisions Version 11.0	Version	Version 11.0
UNCONTROLLED IF PRINTED			
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1 INTRODUCTION

The Council is committed to supporting employees in achieving a balance between their lives at work and their lives away from work and ensuring that maternity benefits are applied fairly and consistently. This policy outlines the framework for managing maternity and related absences and the steps that managers and employees must take to ensure that the pregnant employees' statutory and occupational benefits are applied appropriately.

2 SCOPE

The policy covers all employees of Redcar & Cleveland Borough Council

3 EQUALITY AND DIVERSITY

The Council is committed to developing an inclusive workplace and discrimination based on age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, or other characteristics, is not acceptable. A person should not receive unfavourable treatment because of their pregnancy or pregnancy-related illness.

4. NOTIFICATION OF PREGNANCY

Risk Assessments

Legally, the employee must inform the Council they are pregnant at least 15 weeks before the baby is due, or as soon as possible. This is because an appropriate risk assessment must be completed to identify any necessary preventative and protective measures. The Council will take such steps as necessary to avoid any risks identified affecting the employee's health and safety as a new or expectant person. This may involve:

- Changing the employee's working conditions or hours of work
- Offering the employee suitable alternative work on terms and conditions that are the same or not substantially less favourable; or
- Suspending the employee from duties, which will be on full pay unless they have unreasonably refused suitable alternative work.

Ante-natal Appointments

Employees have a statutory right to paid time off to attend antenatal care if the appointment is made on the advice of a registered medical practitioner, registered mid-wife or registered health visitor. The employee must provide their appointment card or other evidence of the appointment if their manager asks to see it.

An expectant partner of the pregnant employee is entitled to take unpaid time off to accompany the expectant employee to 2 of their antenatal appointments. The rights applies whether the child was conceived naturally or through donor insemination.

It also extends to those who will become parents through a surrogacy arrangement if they expect to satisfy the conditions for, and intend to apply for, a Parental Order in respect of the child born through this arrangement.

Sickness Absence

Employees who are absent during pregnancy owing to sickness will receive normal statutory sick pay or contractual sick pay in the same manner as any other sickness absence if Ordinary Maternity Leave has not commenced.

If, however, the employee is absent from work due to a pregnancy related illness from or after the beginning of the fourth week before the expected week of childbirth, her maternity leave will start automatically.

Employee Benefit Entitlement During Maternity Leave

During Maternity Leave, the contract of employment continues, and employees are entitled to receive all contractual benefits, except for the terms relating to pay.

Entitlement in the event of a miscarriage, stillbirth, or early death

If an employee has a miscarriage or stillbirth before the end of the 24th week of their pregnancy, they will be entitled to statutory and occupational sick pay. The employee should follow the normal absence reporting procedure in line with the Managing Health, Attendance and Wellbeing Policy. If an employee has a miscarriage or stillbirth after the end of the 24th week of their pregnancy or their baby dies whilst they are still on maternity leave, they will be entitled to receive the full statutory and occupational maternity leave and pay

5. TYPES OF MATERNITY LEAVE & ENTITLEMENT

All pregnant employees are entitled to take up to one year's (52 weeks) maternity leave regardless of length of service with the employer. Maternity Leave is a single continuous period and is made up of:

Ordinary Maternity Leave (OML)	This covers the right to 26 weeks' maternity leave. Ordinary Maternity Leave cannot commence earlier than the beginning of the 11 th week before the expected week of childbirth
Additional Maternity Leave (AML)	This covers the right to remain on maternity leave for a further 26 weeks commencing at the end of Ordinary Maternity Leave (resulting in a total entitlement of 52 weeks).
Compulsory Maternity Leave	This covers the two-week period starting on the day of the birth when the employee is not permitted to work.

6 STARTING MATERNITY LEAVE

Employees have a choice of when to start their Ordinary Maternity Leave. However, they cannot start their maternity leave earlier than the eleventh week before their expected week of childbirth and the latest day on which their maternity leave can commence is the day of childbirth itself. Ordinary Maternity Leave will be triggered automatically if an employee is absent from work "wholly or partly because of pregnancy or childbirth" during the four weeks before their expected week of childbirth.

Maternity Notification

Employees must, by the end of the 15th week before the expected week of childbirth, notify their line manager of their intentions regarding maternity leave by completing the Maternity Leave Notification & Form of Undertaking. An employee will be able to change the date they wish their maternity leave to start providing they give 28 days' written notice or 28 days' written notice before the new date, whichever is the earlier.

Employees will need to include the following:

- Confirmation that they are pregnant;
- The expected week of childbirth (EWC);
- The date they wish Ordinary Maternity Leave to start (this cannot be earlier than the 11th week before the EWC);

Employees must provide a Maternity Certificate (MAT B1), which is a certificate from a doctor or midwife confirming the expected week of childbirth. For employees who have completed one year's continuous service at the 11th week before the expected week of childbirth a Form of Undertaking must be completed.

A copy of the Maternity Leave Notification & Form of Undertaking is attached as Appendix 1.

7 MATERNITY PAY/LOCAL GOVERNMENT PENSION SCHEME

Maternity Pay

- a) An employee with 26 weeks' service at the end of the 15th week before the expected week of childbirth who has average earnings equal to the lower earnings limit¹ will be entitled to:
- First six weeks of leave paid at 9/10th of a week's pay
 - 33 weeks at Statutory Maternity Pay (SMP)
- b) Employees who have completed one year's continuous service at the 11th week before the expected week of childbirth who earn above the National Insurance Contributions limit (see footnote below) and who intend to return to work for a minimum period of 3 months will receive 39 weeks' pay consisting of: -
- First six weeks leave paid at 9/10s of a week's pay.
 - Payment for weeks 7 to 18 at half pay plus Statutory Maternity Pay (SMP). Half pay plus SMP, or any other allowance cannot exceed full pay.
 - Weeks 19 to 39 at SMP rate only.

If employees do not return to work for a minimum period of three months, they will be required to repay to the Council the 12 weeks at half pay and any allowances that have been paid during the unpaid element of their maternity leave.

An employee's entitlement to maternity pay will be confirmed at the 15th week before the expected week of childbirth and if an employee does not qualify for payment from the council, they will be notified in writing by being issued a SMP 1 Form.

Please note that the entitlement to statutory maternity payments will cease if the employee is taken into legal custody at any time in the paid part of their maternity leave. The onus is upon the employee to inform their line manager if any of these circumstances occur so that arrangements can be made for Statutory Maternity Pay to cease.

Local Government Pension Scheme

If the employee is a member of the Local Government Pension Scheme, they will have pension deductions made from their occupational and statutory payments.

For the period of ordinary maternity leave the employee will pay contributions on all contractual or statutory maternity pay. The first 26 weeks of ordinary maternity leave will count for pension purposes whether or not pay is received and contribution paid. During a period of maternity leave an employee's pension is usually worked out using your Assumed Pensionable Pay. Assumed Pensionable Pay is a notional figure that is used to make sure your pension is not affected by the pay reduction.

¹ If you do not earn more than the Lower Earnings Limit for National Insurance Contributions, you may be entitled to claim Maternity Allowance from the Benefits Agency. You may be entitled to Occupational Maternity Pay if you meet the appropriate criteria. To qualify for maternity allowance from the Benefits Agency you must have been employed or self-employed for 26 of the 66 weeks before your expected week of childbirth.

Any period of unpaid additional maternity leave will not count for pension purposes unless the employee elects to pay extra pension contributions to buy the pension they have 'lost'. Unpaid additional maternity leave is normally from week 40 to week 52 but could start earlier for some members.

The extra contributions are known as Additional Pension Contributions or APCs. If an employee elects to pay APCs to buy 'lost' pension **within 30 days** of returning to work, the cost will be split between the employee and employer. To find out more about this option employees can use the [Buy Lost Pension Calculator](#) however prior to using the calculator employees will need some information from the [HR Transactional](#) Team about the amount of pay they have 'lost'

8 DURING MATERNITY LEAVE

Reasonable Contact

During Maternity Leave period, the Council may make reasonable contact with an employee but will keep this to a minimum. The Council will endeavour to keep employees informed on issues such as:

- Organisational Changes
- Information on promotional opportunities and vacancies
- Changes to Policies and Procedures/Terms and Conditions of Service
- Legislation updates that impact on the job role

It may be helpful if before commencing Maternity Leave agreement is reached on the preferred method for staying in touch during the Maternity Leave period

Keep in Touch Days (KIT Days)

Employees may ask or be asked to work (including attending training) on up to 10 Keep in Touch Days (KIT Days) during their Maternity Leave, except during the Compulsory Maternity Leave period (i.e., the two weeks following the baby's birth).

KIT Days are not compulsory and must be discussed and agreed. Employees will be paid at their normal basic rate of pay for time spent working on a KIT Day and this will be inclusive of any Statutory Maternity Pay entitlement.

KIT Days may be used to assist a gradual return to work towards the end of a long period of Maternity Leave or to trial a possible flexible working pattern.

Resignation during maternity leave

If an employee has given birth and is absent on either statutory or additional maternity leave and they wish to resign, they must give their contractual written notice to their line manager. Employees should be aware that an element of their maternity pay may be repayable and if the employee has been overpaid, the overpayment will be recovered in accordance with the Overpayment Procedure,

9. RETURNING TO WORK

The Council will confirm to employees in writing the date their Maternity Leave will end, based on the assumption that the full entitlement to maternity leave will be taken. Employees are expected to return on the next working day after this date unless they notify their manager otherwise. If an employee is unable to attend work due to sickness or injury, the Council's normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

If employees wish to return to work earlier than the assumed return date, they are required to provide a written notice to vary the leave and to give the Council at least eight weeks' notice of the date of early return. For the avoidance of doubt, the Council may choose to accept the notice to return later than this if it is considered to be reasonably practicable to do so.

On returning to work after Maternity Leave, employees are entitled to return to the same job if the aggregate total statutory Maternity Leave and Shared Parental Leave amounts to 26 weeks or less. The same job is the one that the employee occupied immediately before commencing their Maternity Leave, on the same terms and conditions of employment as if the employee had not been absent.

If their Maternity Leave and Shared Parental Leave amounts to over 26 weeks on aggregate, they are entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

Flexible Working Requests

After having a baby and to balance job with family or childcare needs, employees may want to consider Flexible Working for example part-time or job share. Any requests for Flexible Working should be made in accordance with the Right to Request Flexible Working Policy

10 OTHER RELEVANT POLICES AND PROCEDURES

The Council has several other policies and procedures which you may want to refer to including:

- Adoption Leave Policy
- Authorised Leave Policy
- Paternity Leave
- Paternity Leave for Adoptive Parents
- Parental Leave
- Right to Request Flexible Working
- Shared Parental Leave – Birth
- Shared Parental Leave - Adoption



Maternity Provision – Notification of Maternity Leave & Form of Undertaking

Maternity Notification

This section must be completed by all employees taking Maternity Leave

Surname			
Forename(s)			
Home Address			
Directorate			
Work Location			
Job Title		Contracted Hours	
Line Manager		Payroll Number	
Expected Week of Childbirth			
Maternity Leave Start Date			
I have enclosed my Maternity Certificate (MAT B1)			<input type="checkbox"/>
Maternity Certificate (MATB1) to follow			<input type="checkbox"/>
It is my intention to return to work following my Maternity Leave			<input type="checkbox"/>
I do not intend to return to work following my Maternity Leave			<input type="checkbox"/>
I understand that if I do not return, or return for at least 3 months, I must repay such monies as specified by the National Agreement			
<u>For information</u>			
During your Maternity Leave you continue to accrue your annual leave and bank holiday entitlement. Redcar and Cleveland Borough Council’s policy is that all outstanding annual leave in the current leave year should be taken prior to the commencement of your Maternity Leave. However, bear in mind that should you not return to work, your leave entitlement is re-assessed, and you will be invoiced for any overpayment of leave.			
If you are unable to take all your annual leave prior to the commencement of your Maternity Leave, your manager should seek advice from Human Resources Advisory, this may include taking outstanding annual leave at the end of your period of ordinary/additional Maternity Leave. This is possible if no sickness intervenes.			
Please note all requests for and all decisions regarding annual leave are the responsibility of your employing Directorate and are subject to the requirements of the service.			
I want you to retain my 12 weeks half pay			<input type="checkbox"/>
I do not want you to retain my 12 weeks half pay			<input type="checkbox"/>

Signed _____ Date _____

If you have 1 year’s continuous service, you must complete the Form of Undertaking

Form of Undertaking

This section must be completed by all employees who have a least 1 year's continuous service.

In consideration of the agreement of Redcar & Cleveland Borough Council granting me paid contractual maternity leave in respect of my forthcoming childbirth under the terms of the National Joint Council for Local Government Services, I hereby undertake to refund all that part of gross contractual maternity pay payable to me after the first six weeks of paid absence, or such lesser amount as the Council may decide, if I do not return to duty for a period of at least three months:

- a. within 26 weeks counting from the beginning of the week Ordinary Maternity Leave commences; or
- b. at the end of my additional maternity leave period, if applicable.

'Gross contractual maternity pay' means the value of contractual maternity pay before the deduction of Income Tax, Employee's National Insurance Contributions, Employee's Local Government Pension Contribution and Union Fees.

I also hereby undertake to refund any allowances paid to me during my unpaid maternity leave if I do not return to duty for a period of at least three months.

For the sake of clarity, there will be no requirement to repay any Statutory Maternity Pay

Signed _____
Job Title(s) _____
Section _____
Department _____
Date _____
Witness _____

If you have more than **one** post with the Council completing one Form of Undertaking will cover all posts.

Please return to Human Resources Advisory, Redcar & Cleveland House, Kirkleatham Street, Redcar or alternatively you can email a copy to your Directorate HR Advisor

Dear

I am currently on maternity leave and wish to inform you of my intention to return to work on (insert date)

Yours sincerely,

Name
Post Title/Payroll Number

NB If you return during the unpaid portion of your maternity leave your return date will need to state week commencing Monday (insert date).

You are required to provide 8 weeks' written notice if you intend to return to work before the end of either your ordinary or additional maternity leave.

If you are breastfeeding your child you may wish to inform your line manager of your requirements to continue breastfeeding within this letter

Member Report

Adoption Leave Policy



Public

To: Employment, Health and Safety Committee
From: Managing Director (Head of Paid Services)
Portfolio: Resources
Priority: Investing for the Long Term

Date: 3 August 2022
Decision type: Committee
Forward Plan Reference:

HEADLINE POSITION

1 Summary of report

- 1.1 The purpose of the report to seek approval for the implementation of the revised Adoption Leave Policy.

2 Recommendation

- 2.1 It is recommended that the Employment Health and Safety Committee approve the Adoption Leave Policy.

3 DETAILED PROPOSALS

- 3.1 The current Adoption Leave Policy was approved on 18 November 2020 and, in line with normal arrangements, the procedure has been reviewed to ensure ongoing compliance with employment and equality legislation.
- 3.2 Having up to date Adoption Leave Policy will ensure that Redcar and Cleveland Borough Council is compliant with the Paternity and Adoption Leave Regulations 2002.
- 3.3 Having reviewed the Adoption Leave Policy, it is proposed that the general arrangements within the policy should largely be maintained, but with some minor changes. Subject to the views of the committee, it is proposed that the following changes should be implemented:

Section	Comments
Section 3 – Equality Diversity & Inclusion	This section has been added to the revised policy to support the Council's equality, diversity, and inclusion objectives
Section 4 – Qualifying Criteria and Types of Adoption Leave	This section has been updated to clarify the qualifying criteria and the types of Adoption Leave

Section 6 – Adoption Pay and Local Government Pension scheme	This section has been updated to clarify that unpaid adoption leave does not count for pension purposes and steps an employee can take to buy the lost pension.
Section 8 – Returning to Work	This section has been updated to clarify the relationship between the Adoption Provision and the Right to Request Flexible Working Policy

3.4 A copy of the Adoption Leave Policy are attached as Appendix 1.

4 Impact Assessment

Type of Risk/ Implication	Details
Climate Emergency Impact	There is no direct impact on the climate emergency
Health and Safety	There is no direct impact in terms of health and safety
Social Value	There is no direct impact in term of social value, but the policy will provide staff with support during the adoption process.
Legal	The revised Adoption Leave Policy will ensure that Redcar & Cleveland comply with relevant Employment legislation
Financial	Employees who meet the necessary qualifying criteria are entitled to occupational Adoption pay which is partially offset by Statutory Adoption Pay. Occupational Adoption Pay is funded from existing salary budgets
Human Resources	The revised Adoption Leave Policy will help to ensure that employees are aware of their rights to Adoption leave and Adoption pay
Equality and Diversity	The policy is designed to be compliant with Equality and Diversity requirements to ensure that an employee does not receive unfavourable treatment

5 Implementation Plan

Implementation Plan	Comment
Timetable for implementing decision.	Once the revised Adoption Leave Policy have been approved these will be implemented with immediate effect.
Lead officer	Jane Garnett, Strategic HR Manager
Reporting progress	N/A
Communications Plan	Arrangements will be made for this to be communicated internally via HR Insight and Building a Better Borough. A copy will also be made available on the intranet.

6 Consultation and Engagement

- 6.1 A copy of the revised Adoption Leave Policy was circulated to the recognised Trade Unions and the Equality and Diversity Group no comments have been received.

7 Appendices and background papers

- 7.1 Appendix 1 Adoption Leave Policy.

8 Contact officer

- 8.1 Name: Jane Garnett
Position: Strategic Human Resources Manager
Address: Redcar & Cleveland House, Kirkleatham Street, Redcar
Telephone: 01642 444524
Email: Jane.garnett@redcar-cleveland.gov.uk



Human Resources

ADOPTION LEAVE POLICY

Document Control			
Applies To	All employees	Intranet	
Approval/Date		Issue Date	
Author/Lead Officer		Page Content	11
Council Website		Print Run	
Distribution List		Reference Number	HRPROV/01/VERSION 9.0
Division		Review Date	
Document Replaces	Adoption Leave Policy Version 9.0	Status	DRAFT
Document Title	Adoption Leave Policy Version 10.0	Version	Version 10
UNCONTROLLED IF PRINTED			
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1. INTRODUCTION

Redcar and Cleveland Borough Council is committed to ensuring that its employment practices are fair and consistent, compliant with legislation and in line with best practice principles. The Adoption Leave Policy sets out the statutory rights and responsibilities of employees who will have a child placed with them on or after 5 April 2015. The policy also covers surrogate parents who meet the qualifying criteria and who are or expect to be the parents of a child under a parental order where the child's expected week of birth is on or after 5 April 2015.

2. SCOPE

The Adoption Leave Policy cover all employees of the Council.

3. EQUALITY AND DIVERSITY

The Council is committed to developing an inclusive workplace and discrimination based on age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, or other characteristics, is not acceptable

4. QUALIFYING CRITERIA & TYPES OF ADOPTION LEAVE

Adoption leave and pay are available to an individual who adopts or one member of a couple that adopts (the couple can decide who takes adoption leave). To qualify for adoption leave and pay an employee must:

- Be matched with a child by an approved adoption agency (This does not include a step-parent adopting a partner's child/children);
- Have been employed for 26 weeks continuously leading into the week in which they are notified of being matched with a child for adoption (the matching week).

Only one period of adoption leave and pay is available, irrespective of whether more than one child is placed as part of the same arrangement.

All employees are entitled to take up to one year's (52 weeks) adoption leave regardless of their length of service. Adoption Leave is a single continuous period and is made up as follows:

Ordinary Adoption Leave (OAL) This covers the first 26 weeks of the Adoption Leave

Additional Adoption Leave (AAL) This covers the right to a further 26 weeks, commencing immediately at the end of Ordinary Adoption Leave (giving a total entitlement of 52 weeks).

5. STARTING ADOPTION LEAVE

Employees have a choice of when to start their Ordinary Adoption Leave. This can be:

- From the date of the child's placement;
- From a fixed date, which can be up to 14 days before the expected week of placement.

If a child's placement ends during the adoption leave, the adopter can continue adoption leave for up to eight weeks after the end of the week in which the placement ends in the following circumstances:

- You have already begun your adoption leave and the adoption agency notifies you that you that the placement will not occur; or
- The child dies during adoption leave; or
- The child is returned to the adoption agency.

Adoption Notification

To qualify for statutory adoption pay, an employee must provide at least 28 days' written notice of the date they want the adoption leave to commence. Where it is not possible to give 28 days' notice, the employee must give as much notice as reasonably possible. Written notice must provide the following information:

- The date you expect the child to be placed with you;
- When you want your ordinary adoption leave to start; and
- A "matching certificate" from an approved adoption agency

An employee can change their mind about when they want their adoption leave to start providing that at least 28 days' notice is given in advance, unless this is not reasonably practicable. Employees must notify their manager of their intention to take Adoption Leave by completing the Adoption Leave Notification Form and supplying a completed Matching Certificate, copies of which are attached as Appendix 1 and 2 respectively.

Employee benefit entitlement during Adoption Leave

During their Adoption Leave, an employee's contract of employment continues, and they are entitled to receive all contractual benefits, except for the terms relating to pay

Working during Adoption Leave

An employee can work under their contract of employment with the Council for up to 10 days (known as KIT days) during their Adoption Pay Period without losing their Statutory Adoption Pay.

6. **ADOPTION PAY/LOCAL GOVERNMENT PENSION SCHEME**

Adoption Pay

To qualify for Adoption Pay, employees must have at least 26 weeks' continuous service by the week in which they are matched with a child.

- a) An employee with 26 weeks' service by the week they are matched with a child who has average earnings equal to the lower earnings limit ¹will be entitled to:
 - First six weeks of leave paid at 9/10th of a week's pay;
 - 33 weeks at Statutory Adoption Pay (SAP) or 9/10th of gross weekly earnings (whichever is the lower).

- b) Employees who have completed one year's continuous service by the week they are matched with a child who earn above the National Insurance Contributions limit (and who intend to return to work for a minimum period of 3 months) will receive 39 weeks' pay consisting of: -
 - First six weeks leave paid at 9/10s of a week's pay;
 - Payment for weeks 7 to 18 will be ½ pay plus Statutory Adoption Pay (SAP) (NB Your half pay plus SAP or any other allowance cannot exceed full pay).

¹ If you do not earn more than the Lower Earnings Limit for National Insurance Contributions, you may be entitled to claim you may be entitled to claim financial support through Housing Benefits or Tax Credits).

- Weeks 19 to 39 will be paid at Statutory Adoption Pay or 9/10th of gross weekly earnings (whichever is the lower).

If the employee does not return to work for a minimum period of three months they will be required to repay to the Council, the 12 weeks at half pay and any allowances that have been paid during the unpaid element of the adoption leave.

Please note that if an employee is entitled to statutory adoption pay, it will cease if the employee is taken into legal custody (i.e., arrested or in prison) at any time in the paid part of their adoption leave. The onus is upon the employee to inform their line manager if any of the above occurs, so that arrangements can be made for Statutory Adoption Pay to cease.

Local Government Pension Scheme

If the employee is a member of the Local Government Pension Scheme, they will have pension deductions made from their occupational and statutory payments.

For the period of ordinary adoption leave the employee will pay contributions on all contractual or statutory adoption pay. The first 26 weeks of ordinary adoption leave will count for pension purposes whether or not pay is received and contribution paid. During a period of adoption leave an employee's pension is usually worked out using your Assumed Pensionable Pay. Assumed Pensionable Pay is a notional figure that is used to make sure your pension is not affected by the pay reduction.

Any period of unpaid additional adoption leave will not count for pension purposes unless the employee elects to pay extra pension contributions to buy the pension they have 'lost'. Unpaid additional adoption leave is normally from week 40 to week 52 but could start earlier for some members.

The extra contributions are known as Additional Pension Contributions or APCs. If an employee elects to pay APCs to buy 'lost' pension within 30 days of returning to work, the cost will be split between the employer and employee. To find out more about this option employees can use the... However, prior to using the calculator, you will need some information from the HR Transactional Team about the amount of pay you 'lost'

7. DURING ADOPTION LEAVE

Reasonable Contract

During the Adoption Leave period we may make reasonable contact with you, although we will keep this to a minimum. We will endeavour to keep you informed on issues such as:

- Organisational changes;
- Information on promotional opportunities and vacancies;
- Changes to policies and procedures/terms and conditions of service;
- Legislation updates that impact on your job role.

It may be helpful if, before commencing Adoption Leave, agreement is reached on the preferred method for staying in touch during the Adoption Leave period.

Keep in Touch Days (KIT Days)

Employees may ask or be asked to work (including attending training) for up to 10 Keep in Touch Days (KIT Days) during their Adoption Leave. KIT Days are not compulsory and must be discussed and agreed first. Employees will be paid at their normal basic rate of pay for time spent working on a KIT Day and this will be inclusive of any Statutory Adoption Pay entitlement.

KIT Days may be used to assist a gradual return to work towards the end of a long period of Adoption Leave or to trial a possible flexible working pattern.

8. RETURNING TO WORK

Employees will be advised in writing of the end-date of their Adoption Leave and expected to return on the next working day after this date, unless they notify their line manager otherwise. For employees who are unable to attend work due to sickness or injury, the Council's normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

Employees wishing to return to work earlier than the expected return date will need to provide written notice to vary the leave and must usually give the Council at least eight weeks' notice of the date of early return. For the avoidance of doubt, the Council may choose to accept the notice to return early if it is considered to be reasonably practicable to do so.

On returning to work after Adoption Leave, employees are entitled to return to the same job if their aggregate total statutory Adoption Leave and Shared Parental Leave amounts to 26 weeks or less. The same job is the one occupied immediately before commencing Adoption Leave and the same terms and conditions of employment will apply as if the employee had not been absent.

Where Adoption Leave and Shared Parental Leave amounts to over 26 weeks in aggregate, employees are entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

In the event that their post is affected by a redundancy situation occurring during their adoption leave, employees will be consulted before any final decision is reached as to their continued employment. In general terms, the law provides that employees on adoption leave should be given first refusal on any suitable alternative vacancies that are appropriate to their skills

Flexible Working Requests

After the adoption to balance job with family or childcare needs, employees may want to consider Flexible Working for example part-time or job share. Any requests for Flexible Working should be made in accordance with the Right to Request Flexible Working Policy

9. OTHER RELEVANT POLICIES AND PROCEDURES

Maternity Leave Provision
Maternity Support Leave
Paternity Leave for Adoptive Parents
Parental Leave
Right to Request Flexible Working
Shared Parental Leave – Birth
Shared Parental Leave - Adoption



Adoption Leave Policy – Notification of Adoption Leave & Form of Undertaking

Adoption Notification

This form must be completed by all employees taking Adoption Leave.

Surname			
Forename(s)			
Home Address			
Directorate			
Work Location			
Job Title		Contracted Hours	
Line Manager		Payroll Number	
Placement Date			
Adoption Leave Start Date			
I have enclosed the Adoption Matching Certificate			<input type="checkbox"/>
The Adoption Matching Certificate will follow			<input type="checkbox"/>

Signed _____ Date _____

If you have 1 year's continuous service, you must complete the Form of Undertaking

Form of Undertaking

This section must be completed by all employees who have a least 1 year's continuous service.

In consideration of the agreement of Redcar & Cleveland Borough Council granting me paid contractual adoption leave under the terms of Redcar and Cleveland Borough Council Local Conditions of Service, I hereby undertake to refund all that part of gross contractual adoption pay payable to me after the first six weeks of paid absence, or such lesser amount as the Council may decide, if I do not return to duty for a period of at least three months:

- a. Within 26 weeks counting from the beginning of the week Ordinary Adoption Leave Commences; or
- b. At the end of my additional adoption leave period, if applicable.

'Gross contractual adoption pay' means contractual adoption pay before the deduction of Income Tax, Employee's National Insurance Contributions, Employee's Local Government Pension Contribution and Union Fees.

I also hereby undertake to refund any allowances paid to me during my unpaid adoption leave, if I do not return to duty for a period of at least three months.

For the sake of clarity, there will be no requirement to repay any Statutory Adoption Pay

Signed _____
Job Title(s) _____
Section _____
Department _____
Date _____
Witness _____

If you have more than **one** post with the Council completing one Form of Undertaking will cover all posts.

Please return your completed Notification of Adoption Leave Leave/Form of Undertaking to

Human Resources Advisory
Redcar & Cleveland House
Kirkleatham Street
Redcar



Adoption Leave Policy – Matching Certificate

This certificate when completed by the appropriate approved adoption agency can be used as evidence for the purposes of Statutory Adoption Leave and Pay. It confirms that the named person(s) has been matched with a child for adoption.

To be completed by the Adoption Agency

Name(s) of Adoptive Parent	
Address	
I confirm that the person(s) named above has been matched by this agency with a child for adoption and,	
They were notified on	
It is expected that the child will be placed with them on	
Adoption Agency Name	
The child has already been placed with them on	
Adoption Agency Address	
Adoption Agency Stamp	
Name	
Position	
Date	
Signature	

This is an adoption agency within the meaning of the Adoption Act 1976 or the Adoption (Scotland) Act 1978



Redcar & Cleveland Borough Council
Adoption Leave Policy – Return to Work Notification

This form must be completed by all employees returning from Adoption Leave.

Surname			
Forename(s)			
Home Address			
Directorate			
Work Location			
Job Title		Contracted Hours	
Line Manager		Payroll Number	
Return to Work Date (You are required to provide 8 weeks written notice of the date you intend to return to work if this is before the expiry to your ordinary or additional adoption leave)			

Signed _____ Date _____

Member Report

Refer a Friend Policy



Public

To:	Employment, Health and Safety Committee	Date:	3 August 2022
From:	Managing Director (Head of Paid Services)	Decision type:	Committee
Portfolio:	Resources	Forward Plan Reference:	
Priority:	Investing for the Long Term		

HEADLINE POSITION

1 Summary of report

- 1.1 The purpose of the report is to seek approval for the implementation of the Council's revised Refer a Friend Policy.

2 Recommendation

- 2.1 It is recommended that the Employment Health and Safety Committee approve the revised Refer a Friend Policy.

3 DETAILED PROPOSALS

- 3.1 The Employment Health and Safety Committee at their meeting on 22 September 2021 approved a Refer a Friend Policy as part of a wider package of measures that were being implemented in relation to the recruitment and retention of Social Workers in the Children and Families Service. The aim of the policy was to provide Council staff who refer a friend which results in a successful appointment to a relevant role with a payment of £500.00 (gross).
- 3.2 Recent research carried out by the Centre for Economic Performance (CEP) at the London School of Economics and Political Science has identified that half of UK firms are having difficulty recruiting new workers, while around one in five are having issues retaining existing staff. The research also identified that whilst the economy had been growing since the summer of 2021, following the twin shock of Covid 19 and Brexit, business confidence is dipping as the country adjusts to the aftermath of the pandemic and the UK's departure from the European Market.
- 3.3 The quarterly CIPD Spring Labour Market Outlook Report states '*recruitment difficulties remain, with 45% of employers saying they have hard-to-fill vacancies. The most popular response to address this has been to raise wages however employers have also responded in other ways – from offering a wider range of benefits to attract and retain workers, to upskilling and training the existing workforce. This is important because the findings suggest that employers may be reaching a limit in terms of raising pay in response to recruitment and retention challenges. Even in terms of using other means to improve their employee value propositions, it would appear more employers have come to the bottom of their bag of ideas – 16% of employers have said they plan to do nothing more to address those difficulties. There are differences between the public and private sector. The public sector*

has less flexibility to respond to recruitment and retention challenges with increases to pay and other benefits arrangements. Yet, the public sector has much higher hiring intentions than the private sector. This means that, in time, it could become increasingly difficult for the public sector to compete for talent.

- 3.4 Over recent years, we have had difficulty recruiting to historically hard to recruit posts including Social Workers, Environment Health Officers, Planning Officers, and Engineers. However, as we emerge from the Covid 19 Pandemic it is evident that the labour market has changed, with the haulage, retail and hospitality sectors offering higher salaries and incentives to attract and retain staff whilst the UK's exit from the European Union has reduced the supply of labour in many sectors.
- 3.5 It is vital that we have sufficient employees to ensure we can maintain our service provision and delivery. It is therefore essential that we look at implementing further measures to tackle the current recruitment and retention difficulties. Therefore, we are looking to extend the Refer a Friend Policy to cover roles which have been certified as difficult to recruit to by the appropriate Corporate Director in consultation with the Strategic HR Manager.
- 3.3 Having reviewed the current Refer a Friend Policy it is proposed that the general arrangements within the provisions should largely be maintained, but with the following changes. Subject to the views of the committee, it is proposed that the following changes should be implemented:

Section	Comments
Section 1 – Introduction	This section has been updated
Section 3 – Equality Diversity & Inclusion	This section has been added to the revised provisions to support the Council's equality, diversity, and inclusion objectives
Section 5 – Reward and Payment Structure	This section has been amended to include a payment reward and payment structure. Where a friend is referred for a post within Grade A – D or Grade D+ and above the employee making the referral would receive a payment of £300.00 or £500.00 respectively
Section 6 – Directorate HR Advisory Teams	This section has been included to include details of the Directorate HR Advisors.

- 3.4 A copy of the Refer a Friend Policy is attached as Appendix 1.

4 Impact Assessment

Type of Risk/ Implication	Details
Climate Emergency Impact	There is no direct impact on the climate emergency
Health and Safety	There is no direct impact on the climate emergency
Social Value	There is no direct impact in term of social value
Legal	Any payments will need to be processed via payroll and will be subject to tax and statutory deductions.
Financial	Approval of the Refer a Friend Policy will be funded from the existing staffing budget and ultimately may lead to reduced staffing spend in services where posts are been covered by agency staff

Human Resources	The HR Team will be required to monitor referrals being made under the policy; this will be managed within existing resources.
Equality and Diversity	No Equality or Diversity issues have been identified

5 Implementation Plan

Implementation Plan	Comment
Timetable for implementing decision.	Once the revised Refer a Friend Policy has been approved this will be implemented with immediate effect.
Lead officer	Jane Garnett, Strategic HR Manager
Reporting progress	N/A
Communications Plan	Arrangements will be made for this to be communicated internally via HR Insight and Building a Better Borough. A copy will also be made available on the intranet.

6 Consultation and Engagement

- 6.1 A copy of the revised Refer a Friend Policy was circulated to the recognised Trade Unions. The Trade Unions have made the following comments which members may wish to discuss further during the meeting:

Union Comments	Response
Section 5 – Reward and Payment Structure Whilst I can see the sense of the policy, I cannot understand why the reward for referring someone should be awarded unequally. Consideration should be given to a payment of £400.00 been made to all grades	The revised Refer a Friend Policy has been amended to include a reward and payment structure based on the grade of the vacant hard to recruit post. If Members agree that the payment should be equalised the policy could be amended accordingly.

7 Appendices and background papers

- 7.1 Appendix 1 Refer a Friend Policy

8 Contact officer

- 8.1 Name: Jane Garnett
Position: Strategic Human Resources Manager
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Human Resources

REFER A FRIEND POLICY

Document Control			
Applies To	To all employees	Intranet	
Approval/Date		Issue Date	
Author/Lead Officer	Jane Garnett/Steve Newton	Page Content	8
Council Website		Print Run	
Distribution List		Reference Number	
Division		Review Date	
Document Replaces	Refer a Friend Policy Version1.0	Status	DRAFT
Document Title	Refer a Friend Policy Version 2.0	Version	Version 2.0
UNCONTROLLED IF PRINTED			
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- 3 Equality, Diversity, and Inclusion
- 4 Procedure
- 5 Reward Structure and Payments
- 6 Directorate HR Advisory Teams

Appendices

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- 2 Refer a Friend – Payment Approval Form
- 3 Refer a Friend – Process

1. INTRODUCTION

Effective recruitment is key to the continuity of Council's operations and the delivery of services to the residents of the borough. There are often times when recruitment of the right calibre of staff is difficult, for one reason or another. We think that people who already work for us are likely to be good judges of whether people they know would be likely to embody the Council's values.

We believe that our workers would want to make sure that people joining our teams will have the same level of dedication to supporting our service users and residents. For these reasons, we are happy to offer staff an incentive to introduce us to a new employee whom we subsequently take on for roles which have been identified as being difficult to recruit to.

2. SCOPE

Anyone who currently works for Redcar & Cleveland Borough Council can refer a friend (including family members) with the following exceptions:

- The Managing Director or other members of the Executive Management Team.
- A manager who will be interviewing the candidate.
- Employees who work in the HR Transactional Team whose job involves recruitment.

This policy will apply only to roles which have been certified as difficult to recruit to by the appropriate Corporate Director in consultation with the Strategic HR Manager.

3. EQUALITY, DIVERSITY, AND INCLUSION

Redcar & Cleveland Borough Council is an equal opportunities employer and will not discriminate against anyone based on a protected characteristic. Candidates referred to us under the Refer a Friend Policy will be treated without prejudice to this principle and will be subject to our established recruitment and selection procedure in the same way as other candidates who come to us via other means.

Names of referrers and details of referrals will be treated in the strictest confidence.

4. PROCEDURE

Who can be referred?

There is no cap on the number of referrals an individual employee can make, employees should only make a referral once a suitable post has been advertised and the policy applies to this role. Before making a referral, the referrer should be:

- Happy to endorse the person, based on their knowledge of their values, work ethic, etc.
- Reasonably certain that they do not have any issues that would make it likely that we would not employ them.

How does the referral happen?

Employees making the referral should complete the Refer a Friend Referral Form, (a copy of which can be found in Appendix 1) and return the completed form to their Directorate HR Advisory Team before the potential candidate applies for the post. Retrospective claims will not be accepted.

The referring employee should inform the applicant to state within their application form that they have been referred to Redcar and Cleveland Borough Council and provide the referrer's name and their current job title.

The completed application form should be submitted by the applicant prior to the closing date. For any posts that are advertised as part of a rolling recruitment campaign, the application must be submitted within 8 weeks from the date they have been referred by the current employee.

The applicant, if appointed, must have completed their first appraisal which will be undertaken in month three of their employment for the referrer to be eligible for the payment to be made. Both the referrer and the applicant must be employed by Redcar and Cleveland Borough Council at the time of the successful first appraisal.

The applicant must not have been previously employed by Redcar and Cleveland Borough Council.

5. REWARD STRUCTURE AND PAYMENT

The Refer a Friend payment will be paid in the next available salary following the satisfactory completion of the first appraisal and will be subject to normal statutory deductions.

The following amounts will be paid

For post graded A – D	£300.00
For post graded D+ and above	£500.00

Once the applicant has successfully completed their first appraisal, the manager should complete and sign the Refer a Friend Payment Approval Form (a copy of which can be found on Appendix 2) and forward the completed form to their Directorate HR Advisor. Once the form has been signed by the appropriate Assistant Director arrangement will be made for the payment to be made to the referring employee.

6. DIRECTORATE HR ADVISORY TEAMS

Children and Families	Adult and Communities	Resources and Growth
Hannah Lindsey	Jane Moore	Louise Dinsdale
Joanne Eason	Denise Fowler	Lyndsey McGill
Hannah Catchpole	Rachel Howie	
	Emma Hampton	
	Laura Brook	

Refer a Friend – Referral Form

You must ensure that you advise the potential candidate to include they have been referred by a friend on their application form when applying for the role.

Your Information	
Title	
Surname	
Forename	
Resource ID (Payroll Number)	
Directorate	
Service Area	

Your Friend's Information	
Surname	
Forename	
Contact Number	
Email Address	
Please provide details of the job role(s) is person is interested in	

Referring Employees Signature	
Date	

Please return the completed form to a member of your Directorate HR Advisory Team.

A confirmation will be sent to you to inform you that your referral has been successfully received and will explain next steps. If you have any questions regarding the 'Refer a Friend' scheme, please contact your Directorate HR Advisory Team.

Refer a Friend – Payment Approval Form

Name of Referrer	
Resource ID (Payroll Number)	
Job Title	
Directorate	
Service Area/Team	
Date Referred	

Applicant's Name	
Applicants Job Title	
Directorate	
Service Area/Team	
Line Manager Name	

Are both parties still employed by RCBC?	Yes/No
3-month appraisal date	
Payment Amount	

'I confirm that all of the above checks have been conducted and the referrer, as stated above, is eligible for the 'Refer a Friend' Payment'.

Manager's Name _____
 Manager Signature _____
 Job Title _____

Please make payment to the referrer, as stated above

Assistant Director Name _____
 Assistant Director Signature _____
 Job Title _____

Refer a Friend Process

