

MINUTES of the ORDINARY MEETING OF STANLEY TOWN COUNCIL

Held at Stanley Civic Hall on Tuesday 26th February 2019 at 6.30pm

PRESENT: A Clegg G Binney C Hampson* H Clark M Davinson
J Kane C Marshall D Marshall J Nicholson J Pallas
J Stephenson L Timbey

***Chairman**

OFFICERS: Alan Shaw (Town Clerk)
Nicola James (Senior Administration Officer)
Alan Tubman (Deputy Town Clerk)

IN ATTENDANCE: 1 member of the public, Michelle Cooper & Sharon Gollan from County Durham Community Fund

ABSENT: Cllrs L Christie & J Clark

Cllr C Hampson in the Chair

230 APOLOGIES FOR ABSENCE

Apologies from Cllrs C Bell, B Nair, J McMahon, D Tully, G Wilkinson & J Tully were accepted by Council.

231 DECLARATIONS OF INTEREST

Cllrs J Nicholson, J Stephenson, C Hampson & M Davinson declared an interest in item 8 as they are members of the banner group.

232 TOWN MAYOR'S ANNOUNCEMENTS

The Town Mayor informed the Council of the appointments he had attended since the last Full Council meeting:

- 3 February: Receipt of cheque for Willowburn Hospice from Oxhill Youth Club
- 6/7 February: Superstar Showcase events
- 16 February: West Stanley Memorial
- 21 February: Larger Local Councils Forum

The Town Clerk reminded Members to wait until recognised by the Chair before speaking and to stand when speaking. He announced that the meeting was being recorded by STC and Mr Rollings, and that mobile phones should be switched off or turned to silent.

The Town Clerk also reminded Members to RSVP to their invitation to the Town Mayor's awards on 1 May 2019.

233 LEADER'S STATEMENT

Cllr D Marshall stated that the Town Council were progressing in developing and implementing the new varied events programme. Details can now be added to

Members diaries. The cinema screen is up and running and a preview for Members will be available tonight after the meeting. He had attended the Larger Local Councils Forum on 21 February with the Town Clerk and Town Mayor where allotments, the County Durham Plan, risk assessment training, safeguarding, Armed Forces Day and partnerships among Parish Councils were discussed. STC Members and staff should undertake risk management training, this matter will go to Committee in March.

234 PUBLIC PARTICIPATION

There were no written questions and no questions from the floor.

235 CONFIRMATION OF MINUTES

It was **RESOLVED** that the minutes of the Ordinary Council meeting held on 22nd January 2019 be approved as a correct record and signed by the Deputy Town Mayor.

236 COMMITTEE MINUTES

It was **RESOLVED** that Council **RECEIVE** the minutes of the Finance & General Purposes Committee held on 13th February 2019.

237 RECOMMENDATIONS OF COMMITTEE

It was **RESOLVED** that:

- (i) The Council **ADOPT** the Strategic Grants Policy subject to changing item 3.1 from 'town' to 'Stanley Town Council area',
- (ii) Funds should be set aside from the Heritage budget and the Civic Hall capital fund to permit works to be completed to facilitate the display of the South Moor No1 banner in the stairwell of the Civic Hall;
- (iii) £2000 of the Miner's Sunday budget should be allocated to support local active banner groups.

238 STANLEY FUND

It was proposed by Cllr M Davinson, seconded by Cllr C Marshall and **RESOLVED** that:

- (i) the Terms of Reference be accepted;
- (ii) the Town Clerk be directed to prepare a Service Level Agreement with CDCF for a 3 year period, and;
- (iii) To implement the SLA in consultation with the Leader of the Council and Chair of the Finance Committee.

239 ANNUAL TOWN MEETING

It was proposed by Cllr C Marshall, seconded by Cllr L Timbey and **RESOLVED** that the order of the Annual Town Meeting be as follows:

- Any legal items to be dealt with first
- The Leader of the Council to give a brief update on the past 12 months and leads into the work the Council has done in developing the Stanley Fund and why the Council is supporting it

- Michelle Cooper will give a brief insight into what the CDCF does and how the Stanley Fund was developed
- Michelle is to bring a group who has benefited from the CDCF and they should explain how it has made a difference to them
- Kevan Jones is to say a few words on the launch of the Stanley Fund
- Michelle will then talk about the application process and how the Fund can be accessed
- The Town Clerk will mention the Town Council's new Strategic Grants Fund and how this can be accessed
- The Town Meeting will end with a Q&A session and a chance for 1-2-1's with the Town Clerk
- Other grant funders should be invited to attend the meeting

240 WEST STANLEY MEMORIAL

Cllr David Marshall noted that the event wasn't very well attended. In future years we should focus more on advertising the event and involving local schools.

241 EVENTS WORKING GROUP

The Town Clerk noted that more information was to be reported re: Play in the Park. Scott Hillary is still working on gaining further support for the Armed Forces Day event. An update will be provided at the Finance Committee on 13 March.

It was proposed by Cllr D Marshall, seconded by Cllr M Davinson and **RESOLVED** that:

- (i) the **RECOMMENDATIONS** of the Working Group be **APPROVED**;
- (ii) the Working Group be **DELEGATED** the authority to make decisions in relation to expenditure of the events revenue budget and other delegated events budgets.
- (iii) the Working Group be **DELEGATED** the authority to direct officers in operational matters connected to the provision of events.

242 COUNCIL ACTIONS UPDATE

The Town Clerk provided the following updates:

- The Deputy Town Clerk is preparing a report in relation to the Finance Officers position
- A report re: War Memorials will be on the Finance agenda
- The Civic Hall Working Group will look into engaging with the media consultants, providing costs for a pantomime and working on a programme for the cinema
- The Matthew Kirtley plaque is on target for May

The Town Clerk was asked to chase up the delivery of the Police Cars.

243 EXCLUSION OF PRESS AND PUBLIC *

*Recording of proceedings was stopped at this point.

It was **RESOLVED** that under the Public Bodies (Admission to Meetings) Act 1960, the public and representatives of the press and broadcast media be excluded

from the meeting during the consideration of the following items of business as publicity would be prejudicial to the public interest due to the confidential nature of the business to be transacted.

Justification for excluding the public and press from consideration of the following items: General Data Protection Act (Item 15); Legal Privilege (Item 16)

244 **FINANCIAL MATTER**

It was **RESOLVED** that the Council will not pursue the debt however we should register on a holding list.

245 **GOVERNANCE MATTER**

It was proposed by Cllr C Marshall, seconded by Cllr M Davinson and **RESOLVED** that:

- (i) Cllr Tully should take his own legal action if he believes the Council has made illegal decisions, and;
- (ii) the Town Clerk should consider if he wishes to make a complaint of bullying and harassment for the monitoring officer to investigate.

246 **DATE, TIME AND VENUE OF NEXT MEETING**

Tuesday, 26th March 2019, 6.30pm, Civic Hall, Stanley

MINUTES of the FINANCE AND GENERAL PURPOSES COMMITTEE MEETING OF STANLEY TOWN COUNCIL held at Stanley Civic Hall on Wednesday 13th March 2019 at 6.30pm

PRESENT: **Cllr M Davinson*** Cllr B Nair Cllr C Hampson Cllr J Kane
 Cllr D Marshall Cllr J Nicholson Cllr J Pallas Cllr J Stephenson
 Cllr D Tully Cllr J Tully Cllr G Wilkinson

***Chairman**

OFFICERS: Alan Shaw (Town Clerk)
 Nicola James (Senior Administration Officer)
 Alan Tubman (Deputy Town Clerk)

OTHERS IN ATTENDANCE: Gordon Fletcher (Internal Auditor)

ABSENT: Cllrs L Christie & J Clark

247 APOLOGIES FOR ABSENCE

Apologies from Cllrs J McMahon, A Clegg, C Bell, G Binney, H Clark, C Marshall & L Timbey were accepted by Committee.

248 DECLARATIONS OF INTEREST

None.

249 PROCEDURAL AND APPROPRIATE ANNOUNCEMENTS FROM THE CHAIR

The Chairman advised members that Item 10 - Internal Audit Reports would be moved up the agenda and dealt with after Item 5 (Minutes of previous meeting.)

The Town Clerk reminded Members to turn their mobile phones off or switch them to silent and informed members that the meeting was being recorded by the Council. He also informed members that there was a display from DCC at reception which contained details of the final phase of the street scene works on the Front Street for their information.

250 PUBLIC PARTICIPATION

None.

251 CONFIRMATION OF MINUTES

It was proposed by Cllr David Marshall, seconded by Cllr James Kane and **RESOLVED** that Committee **APPROVE** the minutes of the Finance and General

Purposes meeting held on 13th February 2019. The Chair signed them as a true record.

252 ACCOUNTS FOR PAYMENT & BANK RECONCILIATION

The Town Clerk advised Committee about the changes that had been made to the format of the Schedule of Payments and Receipts. Members agreed that these new formats were easier to use and read and Committee would work with these reports and review them later in the year.

It was **RESOLVED** that the Committee **APPROVE** the payment of accounts and **NOTE** the Bank Reconciliation for February 2019.

253 BUDGET MONITORING

The Town Clerk advised Committee about changes made to the format of the Budget Monitoring Report. Members stated that they found the new format easier to digest, but requested that the percentage column on the summary page be colour coded to provide ready information about budget areas which were overspent.

Committee **NOTED** the Year to Date Expenditure Report and the Budget Monitoring Report.

254 LOCAL COUNCIL AWARDS SCHEME

The Town Clerk presented the report of the Senior Administration Officer.

It was proposed by Cllr D Marshall, seconded by Cllr B Nair and **RESOLVED** that:

- (i) The Town Council will do the work required to apply for the Foundation award in the next 12 months,
- (ii) The Town Clerk and Deputy Town Clerk are to enrol in the CILCA course and seek to obtain the qualification over the same period; and
- (iii) The Town Council will then seek to apply for the Quality award.

255 LOCAL WAR MEMORIALS

The Deputy Town Clerk noted his report. It was proposed by Cllr D Marshall, seconded by Cllr B Nair and **RESOLVED** that officers should:

- (i) Identify who organises each remembrance event at each memorial and see how we can support them;
- (ii) Develop a full programme for the Front Street beacon event in November;
- (iii) Explore costs for obtaining a PA system which is fit for purpose for outdoor events;
- (iv) Continue with both the Front Street beacon event and Civic Hall coal tub wreath laying ceremony .

256 INTERNAL AUDIT REPORTS

Gordon Fletcher presented the findings of his most recent internal audit reports.

The first report was accounts payable. There were no issues identified and the Council received full assurance.

The second report was payroll. There was one issue concerning authorisation of timesheets for casual staff and an action plan has been issued. A follow up audit will be undertaken at the beginning of April. The Council received substantial assurance.

The final report was risk management. There was one issue and an action plan was issued. The Council received substantial assurance.

It was proposed by Cllr D Marshall, seconded by Cllr J Tully and **RESOLVED** that the Policy Working Group review the risk management statement and matrix before the AGM and that the Town Clerk would arrange risk management training for staff and members in accordance with the recommendations of the internal auditor's action plan.

Committee thanked Mr Fletcher for his reports.

257 EVENTS WORKING GROUP

The Committee **NOTED** the minutes of the meeting. The Chairman advised that the next meeting of the Working Group was Thursday 14th March at 2pm.

258 TELEPHONES AND BROADBAND

The Committee **RESOLVED** that the Deputy Town Clerk look further into what the Town Council's wider IT requirements in the future and bring a full report back to Committee for consideration.

259 COMMITTEE ACTIONS UPDATE

The Town Clerk gave the following updates:

- (i) **Defibrillator** - The Job Centre now have their own defibrillator inside the Job Centre, so the Town Council will move to Plan B and put our defibrillator on PACT House.
- (ii) **Accounts for Payment** - New reports were provided to the Committee tonight.
- (iii) **Environmental Steering Group** - This should be brought back to the April Finance Committee meeting to establish members of the Steering Group and the first meeting should be at the beginning of May.
- (iv) **Police Cars** - One car is currently being liveried up and the other has not been delivered by the manufacturers yet. This needs chasing.

260

DATE, TIME AND VENUE OF NEXT MEETING

Wednesday 10th April 2019, 6.30pm, Stanley Civic Hall.



Stanley
Town
Council

Speed Visor

1. Background

At the meeting of the Projects & Initiatives Committee held on 12th December 2017, the Town Council set aside £3000 to support road safety initiatives in the Parish and authorised the purchase of a movable speed visor from this budget allocation. (Minute # 204 of 2017/18).

As this project was not completed by the end of 2017/18, the allocation was transferred into an earmarked reserve.

2. Issues

The Police have encountered great difficulty implementing the original proposal which was to have a speed visor that could be installed at any location using lamp columns.

Durham County Council (DCC) will not permit any devices to be fixed to any columns which is exactly the same kind of problems the Town Council has experienced trying to implement our Christmas lighting schemes with DCC taking a very rigid approach to the use of their infrastructure.

Durham & Cleveland Road Policing Unit who are also very prescriptive and will only authorise locations where there is associated accident data, speed watch evidence of an issue and a number of other public safety factors.

3. Locations

The locations Sgt Clarke initially put forward to the Road Policing Unit were:

East Stanley - Chester Rd — Rejected by RPU because mobile camera van is deployed at the location

South Moor – Park Rd – Rejected by RPU because of the width of footway/ distance between lamp columns and other street furniture

Shield Row – Station Rd – Rejected by RPU because of existing visor in location

South Stanley – Durham Rd – Rejected by RPU because there are plans to change the speed limit from 30-40 from Stanley burn to the Middles because there is widespread non-compliance with the speed limit at this location.

Tanfield Lea – Harperley Rd by the Paddocks – approved subject to restrictions

Tanfield – Barusclose Lane – approved

New Kyo – Shield Row Lane – approved

4. Siting

Because DCC are at present not permitting the visor to be located on any of their street lighting infrastructure, the only solution is to have dedicated posts installed at each and every location that the visor would be deployed in. Stanley AAP has set aside funding to provide for the installation of up to 5 sites across the parish.

5. Proposal

The proposal is to obtain the mobile speed visor and install the posts at the locations which have been approved, then to add additional locations once they have been identified through community speed watch and other intelligence gathering.

4. Decision required

Council is requested to consider this report and **DECIDE** whether or not to proceed on the basis outlined above.

Report Author

Alan Shaw
Town Clerk
Stanley Town Council

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01207 299109

POLICY DOCUMENT

Name of Policy:	Attendance Management Policy
Date policy created:	11 th February 2019
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Town Mayor)	

ATTENDANCE MANAGEMENT POLICY

1 Introduction

We are committed to improving the health, wellbeing and attendance of all employees and value the contribution our employees make to our success, therefore, when any employee is unable to be at work for any reason, we miss that contribution. This absence policy explains what we expect from managers and employees when handling absence and how we will work to reduce levels of absence.

1.1 Core Principles

The following principles apply to the council's policy and procedure for dealing with attendance management:

- Sickness absence will be dealt with in a way that is non-discriminatory and in accordance with the Equality Act 2010;
- Regular attendance is an implied term of every employee's contract of employment - we ask each employee to take responsibility for achieving and maintaining good attendance;
- Good attendance is valued, and all opportunities should be taken to acknowledge and recognise such attendance e.g. through Performance Development Reviews, 1-2-1's;
- Attendance will be managed consistently, and the policy will be fairly applied across the council. The policy provides a framework to help the council manage

attendance in a consistent way, whilst adopting a sensible and supportive approach;

- Confidentiality will be respected at all times;
- Open communication between managers and employees will be encouraged and promoted;
- We will support employees who are absent from work. This support includes:
 - Compassionate and bereavement leave;
 - A flexible approach to taking annual leave;
 - Access to counsellors where necessary;
 - Seeking advice from an Occupational Health Practitioner to advise the employee and manager on the best way to remove or mitigate the effects of ill health on regularity and/or effectiveness of service;
 - Rehabilitation programmes in cases of long-term absence.

This policy is part of the council's overall strategy on promoting the health and wellbeing of employees, good management practice can have an impact on employee health and wellbeing. It will be subject to ongoing review to ensure that it continues to meet the council's values and behaviours and complies with these principles.

1.2 Manager Responsibilities

Managers are responsible for managing attendance, with appropriate guidance from the DCC HR Advisors (under the SLA) and the Occupational Health Service.

Managers are expected to:

- Participate in training on Attendance Management and Recognising and Managing Stress in the Workplace;
- Regularly monitor sickness absence so that appropriate action in regard to management of absences can be undertaken promptly, in line with the policy and procedure;
- Ensure that employees are familiar with the Attendance Management Policy and are aware of and understand their responsibilities in relation to sickness absence;
- Record details and dates of sickness absence, and complete return to work interviews and attendance management interviews on the appropriate paperwork;
- Record dates of sickness absence, of return to work interviews and attendance management interviews in the member of staff's personal file, as close to the absence event date as possible, to prevent salary implications;
- Maintain regular contact with absent employees, (frequency of contact to be agreed);
- Undertake a return to work interview after **every** period of sickness absence, and attendance management interviews where necessary;
- Identify and offer support where appropriate to facilitate an employee's attendance, e.g. highlighting the availability of and how to access Employee assistance;
- Ensure employees understand the importance of good attendance and the impact of sickness absence;
- Have regard for and ensure compliance with Health and Safety at Work;
- Take appropriate action in cases of work-related stress in line with this policy and the Mental Wellbeing in the Workplace Policy;

- Facilitate early, local interventions to support a return to, and/or ongoing attendance at, work;
- Access specialist support services where appropriate e.g. Occupational Health Service (OHS);
- Ensure the fair application of this policy.

1.3 Employee Responsibilities

Employees have a duty under their terms and conditions of employment to attend work and this is an implied condition of your contract of employment. Failure to comply with the Attendance Management Policy could result in the withholding of pay and potential disciplinary action.

When employees are unable to attend work because of ill health, they must ensure they adhere to their responsibilities, which specifically include:

- Notifying their manager, (or an agreed alternative contact), of sickness absence by telephone (not email or text) before their usual start time/ prior to the start of their shift;
- Notifying their manager if they become sick during the working day. If this results in the employee having to leave the workplace they must speak to their manager prior to doing so;
- Maintaining frequent contact with their manager during their sickness absence (frequency of contact to be agreed) and participating in return to work and attendance management interviews;
- Attending appointments with the OHS when required;
- Complying with their responsibilities in relation to health and safety at work,
- Ensuring that they seek and receive medical advice and treatment in order to maintain attendance/ facilitate a return to work;
- Advising their manager about the potential effects of any medication they are using may have on their capability in the workplace;
- Not undertaking any activities outside of work which may be incompatible with their illness or that may delay their recovery;
- Contacting their manager if they wish to request to take annual leave during a period of sickness absence. Medical evidence stating that the holiday would not be detrimental to recovery will be required to support any such request. If the period of annual leave is approved the leave will be deducted from the employee's annual leave entitlement, as the employee will be unavailable during the period of annual leave to attend meetings in regard to their sickness absence. This also applies to annual leave that was pre-arranged and then coincides with a period of sickness;
- Providing a General Practitioner (GP) 'fit note' for absences where required to do so;
- Informing managers if they consider workplace practices are causing or exacerbating their sickness levels;
- Notifying their manager if they consider they are affected by a disability or any medical condition, which affects their ability to undertake their work.

2 Absence Notification

All employees who are absent must notify their manager, by telephone (not email or text) as soon as possible prior to their scheduled start time. The employee should explain the nature of their illness, the likely duration of their absence and highlight any work that requires urgent attention.

If their manager is not available, the employee should contact another manager within the Council.

In exceptional circumstances where an employee is genuinely unable to telephone personally, for example hospitalisation, they should arrange for someone to contact their manager on their behalf as soon as possible.

2.1 Self-Certification

An employee can self-certify a sickness absence of seven calendar days or less. The Return to Work Declaration form serves as the self-certification document, and this must be completed with the employee's manager during their return to work interview.

2.2 Fit Notes

Employees who are absent for more than seven consecutive calendar days (regardless of whether or not these are working days), must provide a copy of the 'fit note' issued by their GP to certify the absence as soon as possible. On the fit note, the GP will advise if a patient is either 'not fit for work' or 'may be fit for work taking account of the following advice'.

- 'Not fit for work' means that the GP's assessment of the employee is that they have a health condition that prevents them from working for the stated period of time and the employee should refrain from work;
- 'May be fit for work taking into account of the following advice' means the GP's assessment of the employee is that their condition does not necessarily stop them from returning to work. This confirms that the employee's health condition may allow them to work with suitable support if available. The GP will then indicate on the form which kind of support the employee may benefit from (e.g. amended duties, workplace adaptations, a phased return to work or altered hours), and the period of time for which this will be the case.

2.3 Return to Work Interview

A return to work (RTW) interview will be held after every sickness absence, irrespective of the length of absence. Ideally, this will take place on the first day the employee returns to work, but if that is not possible it should be held no later than three days after the return.

Date of return to work must be recorded in the employee's personal file as close to the absence event date as possible, to prevent salary implications. Where there is a delay in updating such information, advice should be sought from the DCC HR Operations & Data Team as employee salaries may be affected.

3 Managing Attendance

3.1 Trigger Points

Where an employee's level of absence is of concern it is essential that it is managed appropriately and in line with this policy. The manager will convene an attendance management interview when any of the following trigger points are reached:

- Two incidences of absence in 3 months;
- Ten working days in a rolling year (pro-rata for part-time employees working less than 5 days per week);
- Where the pattern or nature of absence is giving rise for concern.

All employees are expected to meet standard targets to achieve and maintain attendance consistently below the council's trigger points. Managers can also set individual targets in addition to the standard targets.

3.2 Short Term Absence

When short term absence triggers are hit, the manager will arrange an Attendance Management Interview (AMI) with the employee to discuss their attendance and put in place appropriate targets and support, to help the employee improve their attendance.

If the employee fails to meet the target set a subsequent stage interview will be held with the employee to discuss their attendance, and to put in place further service appropriate targets and support.

If the employee fails for a second time to meet the target set in the subsequent interview the employee will be invited to a first stage short-term attendance management hearing where a sanction up to final written warning may be given. Further targets will also be set at the hearing.

If the attendance does not improve to the required target set at the first stage short-term hearing, the employee will be invited to a subsequent short-term attendance management hearing for consideration of the sustainability of absences, where a sanction up to dismissal may be given.

Hearings will be heard by the Disciplinary Panel of elected members.

3.3 Long Term Absence

Absence is long term where the period of absence exceeds 4 weeks or where intermittent absences are attributed to an underlying medical cause.

Long term absence will be managed through regular long term attendance management interviews, during which the manager will meet with the employee every 4-6 weeks during the absence, and discuss updates to their health and potential return to work dates. Managers will discuss support options, and engage the OHS where appropriate, to assist the employee to make a healthy return to work at the earliest opportunity.

Before the employee reaches 6 months of continuous or aggregated absence, the manager will consider whether the absence can be sustained. The manager will re-refer the employee to the OHS, indicating the employee is at pre-final stage, and

should have received the report prior to inviting the employee to a final stage interview.

If the employee continues to have no foreseeable return to work date or the timescale for recovery is too long for the Council to sustain, the manager should seek advice from DCC HR Advisors and consider if any redeployment options exist within the Council.

If no alternatives are available then the case will progress to a long term attendance management hearing, which will be heard by the Disciplinary Panel of elected members.

In exceptional circumstances where it is clear at the outset of an absence that the reason for absence is such that a return to work will not be possible, considerations will be given as to how to bring the employment to an end earlier than the 6 month continuous or aggregate period.

3.4 Short and Long Term Absence

Managers may identify that an employee's sickness absence involves periods of both long term and short term absence and in such cases action will be taken with regard to both types of absence during regular attendance management interviews.

- Support and adjustments will be considered and provided in relation to any underlying health condition, but the employee still must provide regular and sustained attendance;
- Attendance targets can be set for short term absences where they are not attributed to an underlying medical issue;
- The sustainability and cumulative impact on service delivery of both types of absence will be considered.

If attendance does not improve, and after updated OHS advice has been received, the employee will be invited to attend a final stage interview. If the employee continues to have further sickness absence, the case will then progress to a long term attendance management hearing.

3.5 Absence Due to Maternity or Disability

Absences directly related to a disability should be identified separately to other absences for recording purposes, however the AMI process still needs to be conducted, and AMIs held. Disability related absences should not be included for the purposes of target setting, and will be managed through the long-term attendance management process.

Absences directly related to a women's pregnancy should be identified separately to other absences for recording purposes. However, AMIs should still be held and the absence should continue to be monitored and the manager must contact the HR Advice and Support Team to discuss individual circumstances. Pregnancy related absences should not be included for the purposes of target setting.

3.6 Terminal Illness

The council are committed to supporting employees who are diagnosed with a terminal illness and are signatories of the TUC's Dying to Work Charter which guarantees certain rights for employees. Any such cases should be discussed with the Town Clerk for consideration of options and what may be best for the employee in their individual circumstances.

4 Pay in Lieu of Notice

If a dismissal takes place and the employee wishes to waive their rights to the contractual period of notice and/or statutory minimum period of notice, required by section 86 of the Employment Rights Act 1996, a termination date can be mutually agreed with the employee and the relevant Manager/Town Clerk. The employee would then be paid their entitlement in lieu of notice, which would be subject to usual tax and NI deductions.

5 Annual Leave During Sickness Absence

If an employee, wishes to take annual leave during a period of sick leave they must make a request to their manager providing appropriate notice that they wish to take a holiday during a period of sickness. The period of annual leave taken will then be deducted from the employee's annual leave entitlement, as they would be unavailable during the period of leave to attend any work meetings, or meetings in relation to their sickness absence.

The employee's request must be supported by medical evidence from the GP stating that the holiday would not be detrimental to their recovery.

Where an employee falls sick during a period of pre-booked annual leave or on a bank holiday that they were not due to work, they are entitled to claim the leave and/or bank holiday back and take it at another time.

In order to do this, the employee must follow the normal sickness absence reporting procedures and provide a valid fit note covering the period. A fit note will be required, even where the absence is for less than seven days, and the employee will be liable for any charge for providing this.

6 Exclusions to the Attendance Management Policy

The following appointments are not classed as sickness for the purpose of the attendance management policy:

- GP appointments;
- Dental appointments;
- Hospital appointments;
- Any form of absence that is not related to the sickness of the employee.

If time away from work is needed to attend such appointments evidence of the appointment must be provided for approval by managers. It is expected that the employee will take reasonable steps to make these appointments either entirely outside of the working day, or if that is not possible at a time that causes least disruption to the work place, e.g. at the start or end of their working day/shift.

Time away from work for these reasons will not count towards flexi-time if the employee is subject to the Council's flexi-time scheme.

7 Contact Details

If you would like any further advice or would like the document in an alternative format, please contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA

01207 299 109
alan.shaw@stanley-tc.gov.uk

POLICY DOCUMENT

Name of Policy:	Disciplinary Policy
Date policy created:	
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Chair of Council)	

DISCIPLINARY POLICY

1 Introduction

The council expects the highest standards from all its employees and has established a set of standards of behaviour that all employees are expected to maintain. These are set out in the council's Code of Values, Behaviours and Conduct and supporting policies and procedures. A disciplinary matter arises when an employee breaches council policy or fails to meet the required standards with regard to their conduct and behaviour.

The purpose of this procedure is to support employees whose behaviour falls short of what we expect and provides a framework for managers to deal with any shortcomings in a fair and consistent way.

Certain conditions of service include additional or alternative rules in relation to disciplinary procedures and these should be considered where appropriate, e.g. conditions for Town Clerk.

The council aims to be an inclusive employer and reasonable adjustments will be supported throughout the disciplinary process, where employees require additional support in their employment.

2 Informal Stage

Upon becoming aware of the issue of conduct, the manager will make initial enquiries to determine the most appropriate course of action.

Minor misconduct issues can often be dealt with quickly and effectively through informal discussion between the employee and their manager to establish some initial facts. The manager will inform the employee of the concern and give them the opportunity to respond and explain any factors affecting their behaviour or conduct.

As a result of the discussion, it may become evident that there is no problem in which case the manager will make this clear to the employee and conclude the discussion. However, the manager may decide to issue a letter of management advice or that a more formal investigation is required.

2.1 Letter of Management Advice

Where the discussion has established that the problem is not serious enough to proceed to a formal investigation, but the manager feels that it is appropriate for the issue to be recorded in writing, they may decide to issue a letter of management advice.

The manager must explain to the employee how their conduct or behaviour has caused concern and the letter should record the details of this discussion and what standard of behaviour is expected in the future.

Letters of management advice are considered to be informal action and used by the manager to retain a record of the discussion and any informal advice offered to the employee. There is therefore no set time limit for the retention of management advice or right of appeal.

3 Formal Stage

Where it has been established that a more detailed investigation is required, an Investigating Officer will be appointed by the Town Clerk. This may be the employee's manager or another nominated manager. The Investigating Officer will investigate the alleged misconduct, produce a report and make recommendations as to whether a disciplinary hearing is required.

Joint investigations will be carried out in line with any partnership agreement in place and there may be circumstances where this includes the involvement of internal audit or the appointment of an external investigating officer.

3.1 Types of Misconduct

Disciplinary issues are categorised as misconduct or gross misconduct depending upon their severity and impact upon the employment relationship. There are some examples below, but it should be noted that there may be individual circumstances that mean it is appropriate to categorise them differently.

Examples of misconduct include, but are not limited to:

- Unauthorised absence;
- Poor time keeping;
- Inappropriate use of social media;
- Insubordination or using abusive language;

- Misuse of council facilities and equipment;
- Refusal or failure to carry out a reasonable management instruction;
- Unacceptable behaviour or attitude;
- Unlawful discrimination and harassment;
- Failure to follow council policies and procedures including the Code of Values, Behaviours and Conduct.

Examples of gross misconduct include but are not limited to:

- Theft or fraud or a deliberate falsification of records;
- Bribery, attempted bribery or knowingly allowing another person to offer a bribe;
- Physical violence or bullying;
- Deliberate and serious damage to council and other property;
- Serious misuse of the council, or an associated organisation, property or name;
- Deliberately accessing internet sites containing pornographic, offensive or obscene material;
- Serious insubordination;
- Incapability at work through drugs, substances or alcohol;
- Bringing the council, or an associated organisation, into disrepute (including comments on social networking);
- Gross negligence which causes, or might cause, unacceptable loss, damage or injury;
- Serious breach of health and safety rules;
- Criminal or other serious misconduct outside the workplace which affects the employee's suitability for the post;
- Knowingly providing false information on any matter relating to the employee's employment;
- Serious data breach or information security breach;
- Serious breach of council policies and procedures including the Code of Values, Behaviours and Conduct;
- Allegations against another person that are malicious or made for personal gain;
- Criminal or serious misconduct involving children or vulnerable adults.

3.2 Special Considerations

3.2.1 Fraud and Financial Irregularities

The Town Clerk will be informed when the allegation involves possible financial irregularities, or a breach of the councils' financial regulations and the investigation will be carried out in conjunction with the appointed Auditor.

3.2.2 Safeguarding and Professional Bodies

Where the allegation relates to abuse and the employee works with children, the Town Clerk will be informed. Where the employee works with vulnerable adults a referral will be made to the Town Clerk regarding any safeguarding concerns.

In some cases, the council is required to notify, and possibly provide evidence or information to, the appropriate professional body of investigations, warnings, dismissals or restrictions placed on practice. Depending on the seriousness of the allegations, the Investigating Officer may be obliged to inform the professional body at any stage of the formal procedure.

In some cases, a safeguarding statement may be requested and incorporated into the investigation process to ensure that all safeguarding concerns are clear and evident within the report and/or any subsequent disciplinary hearing.

3.2.3 Trade Union Representatives

Where the employee is a trade union representative, an official from their union will be informed after obtaining the employee's agreement.

3.2.4 Criminal Charges or Convictions

If an employee is charged with or convicted of, a criminal offence not related to work, this is not in itself reason for disciplinary action. Similarly, an employee will not be dismissed solely because they are absent from work as a result of being remanded in custody. Consideration will be given to the charge or conviction and the likely effect upon the employee's ability to carry out his or her duties.

The Investigating Officer will liaise with the Police to determine whether the disciplinary investigation can proceed in parallel with the criminal investigation.

3.2.5 Resignation During Disciplinary Investigation

Where an employee submits their resignation before the disciplinary process has been concluded, the manager will continue with the disciplinary process during the employee's notice period.

Where the allegation(s) are of a safeguarding nature, the case will progress to a disciplinary hearing, *even* if the employee's notice period has ended and the hearing is conducted in their absence. Any sanction issued will be given 'if the person had continued to be employed' and reported to the appropriate professional body.

3.2.6 Grievance During Disciplinary Process

Where an employee raises a grievance during the disciplinary process advice should be sought from the Town Clerk. It may be appropriate to deal with the issues concurrently, however, in certain circumstances the disciplinary process may need to be suspended in order to deal with the grievance.

3.3 Suspension

In certain circumstances it may be necessary to suspend the employee from work while the investigation is carried out. This is a precautionary measure to enable the Investigating Officer to conduct a fair and impartial investigation. It should only be considered where absolutely necessary and only after all other alternatives have

been exhausted. Every effort should be made to keep an employee at work and the following alternatives to suspension should be considered:

- Temporarily transferring the employee to alternative council premises, team or role;
- Restricting the duties, they can carry out whilst the investigation takes place;
- Limiting access to resources, such as ICT.

Suspension is not a disciplinary sanction and is without prejudice on full contractual pay. It is essential that the period of suspension is kept as brief as possible and the decision to suspend is regularly reviewed by the manager.

An employee who is suspended must be available for work during their normal working hours in order to attend investigation meetings, as appropriate. A suspended employee must not undertake any other work during normal working hours.

3.3.1 Contact Officer

The suspended employee should be provided with a Contact Officer as their first point of contact for any issues regarding work and the investigation.

The role of the Contact Officer is to keep the employee up to date, as appropriate, with the progress and likely timescale of the investigation, however, detailed information relating to the investigation will not be shared with the employee. The frequency of contact will be determined by both the Contact Officer and the employee and dependent upon the length and complexity of the investigation.

3.3.2 Sickness and Annual Leave During Suspension

If an employee becomes ill during their suspension, the employee must inform their manager as soon as possible and will be required to self-certify or submit fit notes, as appropriate. The employee will be classed as being on sick leave and will be managed through the Attendance Management Policy by their manager.

Annual leave can be taken during suspension subject to approval from their manager through the normal procedures.

3.4 Investigation

The purpose of the investigation is to gather facts relating to the allegation(s) made to enable the Investigating Officer to decide whether or not there is a case to answer.

The Investigating Officer will:

- Interview the employee who is the subject of the allegation(s);
- Interview any witnesses;
- Gather evidence relating to the case;
- Take a balanced view on whether there is sufficient evidence to proceed to a formal disciplinary hearing.

Every effort should be made to allow an employee who is under investigation to be accompanied by a trade union representative or work colleague of their choice

provided they will not prejudice the investigation. It is up to the employee to make these arrangements, however if their chosen companion is unable to attend the meeting, the process will not be unreasonably delayed.

The order of the interviews will depend on the nature of the case, and it may be necessary to interview people more than once as the investigation progresses and further information comes to light or clarification is required. All witnesses who are to be interviewed will be invited in writing by the Investigating Officer. The employee and witnesses should be aware they will be asked to agree and sign a written statement, which will form part of the investigation report. Witnesses may be called upon to provide evidence at any subsequent disciplinary hearing or appeals process.

Should further allegations come to light during the course of the investigation, the Investigating Officer will write to the employee informing them of the additional allegations and the employee will be provided with an opportunity to respond to them during the course of the ongoing investigation.

The investigation process is confidential and the employee under investigation and witnesses must not discuss the details of the case with anyone other than their chosen representative.

3.4.1 Final Investigation Meeting

To conclude the investigation, the Investigating Officer will offer a final meeting with the employee who the allegations were raised against.

The Investigating Officer will use this meeting to:

- Outline the key points of the investigation including who has been interviewed;
- Allow the employee the opportunity to highlight any areas they feel have not been sufficiently investigated;
- Allow the employee the opportunity to respond to any key additional information or evidence that has come to light during the investigation.

The Investigating Officer will collate a report of the findings and determine whether there is sufficient evidence to progress to a disciplinary hearing. It is not the Investigating Officers role to make a recommendation as to the level of sanction to award.

4 Disciplinary Hearing

4.1 Before the Hearing

The employee will be informed by the Investigating Officer that a hearing will be arranged to consider the issues that have been investigated. The employee will receive written confirmation of the hearing, providing at least 7 working days' notice of the date and will be provided with a copy of the Investigation report. At this time, both the Investigating Officer and employee will also be asked to confirm if they would like any witnesses to attend.

The employee must submit any documents that they wish to be considered at the hearing at least 3 working days before the hearing. If relevant documentation is not received within these timescales, it would be at the discretion of the hearing officer whether this information could be considered at the hearing.

4.2 At the Hearing

The hearing will allow the Hearing Panel to consider all the evidence related to the case and make recommendations with regards to whether a disciplinary sanction is appropriate, to Full Council. The Hearing Panel will be made up of a number of members reflecting the political make-up of the Council.

The Investigating Officer and the employee (or their Trade Union representative) will present their case, call any relevant witnesses and ask relevant questions to seek clarification where necessary. Once all information has been shared, the Hearing Officer will adjourn the hearing to deliberate and reach a decision as to whether there is a case to answer, whether a sanction should be issued and what the level of any such sanction should be.

Following deliberation, the Hearing Panel will then report to Full Council their recommendations following which a formal decision will be made and this will be confirmed in writing, within 5 working days of the Full Council Meeting.

4.3 Postponing the Hearing

The employee must make all reasonable efforts to attend the hearing, including securing the attendance of their representative, but if they are not able to attend, they will be offered one alternative date. This should normally be within 5 working days of the original date, although this can be extended by mutual agreement.

If the employee fails to attend the rearranged hearing without explanation the hearing may proceed and a decision reached in their absence.

4.4 Right to be Accompanied

Employees have a statutory right to be accompanied by either a work colleague, a trade union representative or an official employed by the trade union at disciplinary hearings. The individual accompanying the employee must not be someone whose presence would prejudice the hearing or who has a conflict of interest. The employee's representative can play an active role in the hearing; however, they should not answer questions that are put directly to the employee.

If the employee's chosen representative is not available on the original date for the meeting, the employee has the right to have one postponement, within 5 working days of the original date, although this can be extended by mutual agreement. The hearing will not be unreasonably delayed due to the availability of the employee's chosen representative.

4.5 Outcomes

The outcomes available to the Hearing Panel are:

No Further Action	Insufficient evidence of any wrong doing
Informal Action	The employee's conduct is considered to be unsatisfactory but not serious enough to warrant formal disciplinary action, the matter will be referred back to the manager for further consideration. This may include issuing a letter of management advice.
Written Warning	For a first instance of misconduct. This will usually remain live for 12 months, although this can be extended.
Final Written Warning	There has been further misconduct while a written warning is still live, i.e. within 12 months, or the first instance of misconduct is considered to be serious. This will usually remain live for 18 months, although this can be extended.
Dismissal with Notice	For further misconduct where a previous warning is still live. An employee will not be dismissed for a first breach of misconduct, except in cases of gross misconduct.
Summary Dismissal	Dismissal without notice for cases of gross misconduct.

Where a formal disciplinary sanction is issued, the sanction will remain in place for the relevant time period and will be disregarded for disciplinary purposes thereafter. However, where issues of safeguarding or a pattern of behaviour have been identified, a previous warning may be taken into consideration, even where the warning is no longer live.

4.5.1 Alternative to Dismissal

In exceptional circumstances, where the Hearing Panel has taken the decision to dismiss but there are mitigating circumstances, they may consider alternatives such as a transfer or demotion.

The transfer or demotion will be offered in writing, as an alternative to dismissal and considered by the employee. If they accept, the employee will be issued with a final written warning and there will be no protection of salary. If an alternative to dismissal is refused the employee will be dismissed.

4.5.2 Referral to Professional Bodies

Where the employee is subject to a Disclosure and Barring Service (DBS) check, the DBS and/or other relevant professional body will be informed of the outcome of the disciplinary hearing where a sanction is issued.

5 Performance Hearing

Where the employee has reached the formal stage of the Managing Employee Performance policy and it has been determined that a performance hearing is necessary, the following will apply:

5.1 Before the Hearing

The employee will be informed by the manager that a hearing will be arranged to consider the ongoing performance issues. The employee will receive written confirmation of the hearing providing at least 7 working days' notice of the date and will be provided with a copy of the manager's report.

Both the manager and the employee must submit a statement of case at least 3 working days before the hearing. The employee's statement of case should detail their responses to the issues set out in the report. Any documents that the employee wishes to be considered at the hearing should also be submitted at this time. If documentation is not received within these timescales, this may lead to an adjournment of the hearing. (Previously it is said the documents could be accepted and considered at the Officers discretion)

Witnesses will not be allowed to attend the meeting, as the hearing is to consider an employee's individual performance.

5.2 At the Hearing

The hearing will allow the Hearing Panel to consider all the evidence related to the case and reach a decision with regards to whether a disciplinary sanction is appropriate. Hearing Panel have authority to make recommendations to Full Council on all levels of disciplinary action including dismissal and will be made up of a group of Members matching the political make-up of the Council.

At the hearing, the manager and the employee will present their statement of case and ask relevant questions to seek clarification where necessary.

Once all information has been shared, the Hearing Panel will adjourn the hearing to deliberate and reach a decision as to whether there is a case to answer, whether a sanction should be issued and what the level of any such sanction should be.

Following deliberation, the Hearing Panel will then report to Full Council their recommendations following which a formal decision will be made and this will be confirmed in writing, within 5 working days of the Full Council Meeting.

5.2.1 Postponing the Hearing

The employee must make all reasonable efforts to attend the meeting but if they are unable to attend, they will be offered one alternative date. This should normally be within 5 working days of the original date, although this can be extended by mutual agreement.

If the employee fails to attend the rearranged meeting without explanation the meeting may proceed and a decision reached in their absence.

5.2.2 Right to be Accompanied

Employees have a statutory right to be accompanied by a work colleague, a trade union representative or an official employed by the trade union at disciplinary hearings. The individual accompanying the employee must not be someone whose presence would prejudice the hearing or who has a conflict of interest. The employee's representative can play an active role in the hearing, however they should not answer questions that are put directly to the employee.

If the employee's chosen representative is not available on the original date for the meeting, the employee has the right to have one postponement, within 5 working days of the original date, although this can be extended by mutual agreement. The hearing will not be unreasonably delayed due to the availability of the employee's chosen representative.

5.3 Outcomes

The Hearing Panel, supported by the Town Clerk, will consider the performance concerns in detail, and the outcomes of the meeting could be:

No further action	The employee's performance is considered satisfactory and will be managed under the normal performance frameworks.
Informal action	The employee's performance is considered to be unsatisfactory but not serious enough to warrant formal disciplinary action. The matter will be referred back to the manager to develop a further action plan with the aim of improving performance.
Written warning	The performance issues are serious enough to warrant formal action and will set out the nature of the improvement required. This will usually remain live for 12 months, although this can be extended, and will be accompanied by an action plan developed by the manager.
Final written warning	There has been further performance issues while a written warning is still live i.e. within 12 months or the performance issues are considered to be significant. This will usually remain live for 18 months, although this can be extended, and will be accompanied by an action plan developed by the manager.
Dismissal with notice	Where an employee's performance does not meet a sustained and sufficient improvement following a previous warning(s), and employee may be dismissed, with notice. An employee will not be dismissed at a first Performance Hearing.

Where a formal disciplinary sanction is issued, the sanction will remain in place for the relevant time period and then will be disregarded for disciplinary purposes thereafter.

5.3.1 Alternatives to Dismissal

In exceptional circumstances, where the Hearing Panel have recommended to Full Council the decision to dismiss but there are mitigating circumstances, they may consider alternatives such as a transfer or demotion.

The transfer or demotion will be offered in writing, as an alternative to dismissal and considered by the employee. If they accept, the employee will be issued with a final written warning and there will be no protection of salary. If an alternative to dismissal is refused the employee will be dismissed.

5.3.2 Referral to Professional Bodies

Where the performance issues are in relation to a role that is governed by professional standards, the appropriate professional body will be informed of the outcome of the disciplinary hearing where a sanction is issued.

6 Right of Appeal

Employees have the right of appeal against any formal disciplinary action taken against them.

7 Contact Details

If you would like any further advice or would like the document in an alternative format, please contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA
01207 299 109
alan.shaw@stanley-tc.gov.uk

POLICY DOCUMENT

Name of Policy:	Code of Our Values, Behaviours and Conduct Policy
Date policy created:	12 th February 2019
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Chair of Council)	

CODE OF OUR VALUES, BEHAVIOURS AND CONDUCT POLICY

1 Introduction

At Stanley Town Council we are all committed to delivering excellent services to the people of Stanley and our employees are key to this commitment. Everyone who uses council services is entitled to expect the highest standards of conduct from council employees and we are all responsible for improving life for local people by delivering high quality services.

We have developed a clear set of values and behaviours around what is important to us as a Council and they apply to all employees. Our values are at the heart of everything we do and ensure that we do the right things in the right way and our behaviours have been designed to support and embed these values.

In addition to our values and behaviours it is important that we have standards of conduct to help guide us all in our behaviour and actions at work.

This Code explains our values, sets out the responsibilities we all have, and the standards of behaviour that are expected of us. It is vital that we are all familiar with and understand this Code and the supporting Council Policies and Guidance.

We are a team and we are all responsible for the quality and integrity of the services we provide. This Code together with the supporting Council Policies has been developed to ensure that we are all clear re: the Council's values and our individual

responsibilities so that in turn the people of Stanley can be confident that they are receiving an excellent standard of service.

At Stanley Town Council we are committed to delivering excellent services to the people of Stanley within the resources we have available and our values reflect this commitment.

2 Our Values

The council values are at the heart of everything we do. They are the guiding principles that define our culture and commitment to the highest standards of behaviour.

Outcome Focused	People Focused	Empowering	Innovative
We work together to achieve the best for people	We put people and communities at the heart of everything we do and value our employees	We value, trust and support each other	We embrace change and look for better ways to deliver services

Our values are supported by the council's behaviour framework which sets out clear expectations in terms of the core behaviours for all employees. Managers and Leaders have supplementary behaviours within the framework to reflect their additional responsibilities.

Our values and behaviours are therefore an intrinsic part of the Council's Code of our values, behaviours and conduct.

The behaviour framework includes behavioural examples that we expect our employees to display every day to achieve the expected standards of performance. The behaviours demonstrate the approach we take to our work including:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated
- How we work together
- Our approach to work

By demonstrating the behaviours we can provide the best possible service to our people and communities and create a great place to work.

3 The Behaviour Framework and Core Behaviour

Core Behaviours	Managers' Behaviours	Leaders' Behaviours
Behaviours required from all employees	Additional behaviours required from managers	Additional behaviours required from leaders (Town Clerk)

One Council: Core values and behaviours

I will...		I won't...
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Item 10 – ATTACHMENT F

<ul style="list-style-type: none"> ✓ Contribute to Council, Service and team objectives ✓ Try to find solutions to problems and issues ✓ Make the best use of Council resources ✓ Share information and work effectively with others to get things done ✓ Help people to access Council services in different ways ✓ Be flexible and use my skills to help and support others 	<p>Outcome Focused – We work together to achieve the best for people</p>	<ul style="list-style-type: none"> ✗ Speak about the Council, my colleagues, partners or the public in a negative way ✗ Focus on problems instead of solutions ✗ Blame others when things go wrong ✗ Leave people to deal with difficult situations when they need help
<ul style="list-style-type: none"> ✓ Provide a customers focused service to people both internal and external ✓ Respect and value differences ✓ Achieve results within agreed timescales and keep people updated on progress ✓ Actively listen so I understand people's needs ✓ Communicate clearly and appropriately with others ✓ Care about my own and others health, safety and wellbeing ✓ Protect the confidentiality and security of information 	<p>People Focused – We put people and communities at the heart of everything we do and value our employees</p>	<ul style="list-style-type: none"> ✗ Make decisions or act without considering the needs of others ✗ Act in a way that puts others health, safety and wellbeing at risk ✗ Ignore, exclude or treat people unfairly ✗ Avoid ownership by passing people around the Council or by not responding enquiries
<ul style="list-style-type: none"> ✓ Take ownership and be accountable for my own actions and performance ✓ Seek opportunities to learn and develop ✓ Share my skills and knowledge with others ✓ Act on feedback and learn from mistakes ✓ Challenge inappropriate behaviour and attitudes ✓ Show appreciation and give praise and recognition to others ✓ Influence others through my positive behaviours ✓ Report any concerns of malpractice or inappropriate behaviour to Manager/Town Clerk 	<p>Empowering – We value, trust and support each other</p>	<ul style="list-style-type: none"> ✗ Ignore the impact my actions or behaviour has on others ✗ Forget to say thank you to others for their contribution ✗ Be reluctant to learn new things ✗ Ignore feedback and keep on making the same mistakes
<ul style="list-style-type: none"> ✓ Identify better and more effective ways to deliver services 	<p>Innovative – We embrace change and look for</p>	<ul style="list-style-type: none"> ✗ Discourage ideas and suggestions for new ways of doing things

<ul style="list-style-type: none"> ✓ Be prepared to take on new challenges ✓ Adapt smarter working practices and new ways of working ✓ Think creatively and share ideas for improvement ✓ Be open to change 	<p>better ways to deliver services</p>	<ul style="list-style-type: none"> ✗ Say 'this is the way we have always done it' ✗ Change things without thinking it through ✗ Be unwilling to do things differently
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4 Our Responsibility and Commitments

We all have responsibilities and commitments as employees of the Council. Some responsibilities and commitments, such as applying the council values, meeting the competencies required for your role and adhering to your contract of employment apply to everyone whereas others are specific to your level of responsibility in the council.

It is your responsibility to familiarise yourself and comply with this Code and all relevant council policies and procedures. If you are in any doubt about your responsibilities, you must seek clarification from your manager.

4.1 Working with the Public, Service Users and Colleagues

You must:

- Follow the council's policies when dealing with service users in order to ensure the delivery of services as efficiently and effectively as possible;
- Be polite, courteous and helpful when dealing with all members of the local community, service users and colleagues;
- Treat all groups and individuals with respect, value their opinions and beliefs and behave in an appropriate manner;
- Treat others in a fair and equitable manner in accordance with the council's Equality & Diversity Policy and the wider requirements of the law;
- Keep all service users' money, personal records, information and correspondence secure in accordance with the council policies and procedures, and the General Data Protection Regulations.

4.2 Individual Responsibilities

As an employee of the council, you are expected to conduct yourself to the highest standards and act with honesty, integrity and professionalism.

You must:

- Carry out the full requirements of your role, as detailed in your contract of employment (statement of particulars), job description and within the council policies and procedures;
- Complete all mandatory training as required;
- Give the highest possible standard of service to the people of Stanley and provide appropriate and impartial advice;
- Raise issues - if you have any concerns don't be afraid to speak up;

- Act in an appropriate manner in any situation where you can be readily identified as a council employee, whether at work or otherwise;
- Contribute to maintaining a safe and healthy working environment;
- Report any concerns or suspicions you have to your manager or the Town Clerk;
- Declare any relevant interest, outside employment or receipt of gifts or hospitality as outlined in this Code;
- Maintain professional relationships with councillors, employees, contractors or partners, potential contractors and/or service users.

4.3 Leader and Manager Responsibilities

Those with leadership roles have additional responsibilities. Whether you are a leader or manager you should:

- Set a positive personal model of behaviour;
- Ensure that standards in the Code are established and communicated;
- Provide clarification, where required, to improve employee understanding;
- Take appropriate action at the earliest opportunity to manage non-compliance with the standards set out in this Code;
- Promote a safe and healthy working environment;
- Maintain a culture that is free from bullying, discrimination and harassment where everyone is treated with respect and dignity and individual contributions are welcomed and acknowledged.

5 Other Responsibilities

5.1 Confidentiality and Keeping Council Information Secure

Maintaining confidentiality of sensitive information is essential and all employees are under an obligation to comply with Data Protection legislation. The General Data Protection Regulations is the most significant update of data protection laws in the last two decades and deals with appropriate protection of personal and special category data/information.

You must ensure that you save, store, share and retain information in line with corporate policies and guidelines and treat all information you receive in the course of your employment as confidential to the council. Employees are only permitted to disclose confidential information where it is required by law or where the council has agreed to do so. If you are unsure you must consult your manager before any disclosure is made.

We need to respect others to undertake their work and to maintain privacy and confidentiality. Anyone working remotely or from home, must ensure all information is secure at all times.

The use of information to further private interests or the deliberate disclosure of confidential information may be considered gross misconduct and may result in dismissal under the council's Disciplinary Procedure. It may also be a criminal offence and lead to criminal proceedings.

You must not compromise the security of council information, for example by installing unauthorised software, inappropriately securing information or interfering with standard security settings. Under no circumstances should you use council information or facilities for unauthorised personal use, improper or commercial gain or for fraudulent or malicious activities.

5.2 Internet and Social Media

The council understands that employees may use social networking sites in their personal time both in and outside of work. Whilst these sites can be a way of keeping in touch with friends and colleagues, you should be aware that information posted on these sites is often public and may be viewed by colleagues, residents and the media/press.

As an employee, you have responsibility to act in the best interests of the people of Stanley and not breach any confidentiality or post anything that could damage the council's reputation. Further guidance is available in the Social Media Policy.

The council may monitor the use of the internet for legitimate business reasons, including compliance with this Code. By using the internet employees are deemed to have consented to the monitoring, recording and auditing of internet use.

5.3 Political Neutrality

Employees of the council are required to work with all councillors. Employees must not favour or disadvantage any political group or politician in how they undertake their duties.

You must:

- Remain politically neutral and objective in your work role.

You must not:

- Allow your personal or political opinions to interfere with your work;
- Display political posters, including election material, in council buildings.

Certain posts within the council are deemed to be politically restricted due to the nature of the job.

If you hold a politically restricted post you must not:

- Stand as a candidate for public elected office;
- Hold office in a political party;
- Canvass at elections or act as an election agent or sub-agent for a candidate for election;
- Speak or write publicly, demonstrating support for a political party.

5.4 Working with Councillors

Mutual respect, trust and courtesy between employees and councillors is essential to good local government.

You must:

- Give appropriate and impartial advice to councillors when requested;
- Ensure working relationships are kept on a professional basis;
- Speak to your manager and/or refer to the Constitution of the Council if you are unsure about the information you are able to provide to councillors.

You must not:

- Form close personal relationships with councillors which could damage your working relationship.

5.5 Criminal Convictions/Loss of Driving Licence or Qualification

You must inform your manager immediately if:

- You receive any criminal conviction, caution or are subject to a police investigation, or placed under bond during your employment with the council, either within or outside of your normal working hours;
- You receive any driving convictions that result in the loss of your driving licence;
- You are subject to medical restrictions or changes to category entitlements in your driving licence that may impact on your ability to carry out the duties of your contracted role;
- You have engaged in behaviour that has resulted in loss of licence, affiliation, accreditation or qualification that may impact on your ability to carry out the duties of your contracted role.

If your post is subject to vetting and barring checks, as well as the above, you must also inform your manager immediately if you are subject to a criminal investigation. All information you provide in this regard will be dealt with in strict confidence.

5.6 Council Contracts and Personal Interests

Where your role involves procuring, managing or administering council contracts or you have any other professional or personal relationship with contractors you must:

- Comply with the Financial Regulation which are part of the council's Constitution, and any other relevant council procedures of orders and contracts;
- Exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors;
- Declare any current or previous private or personal relationships with contractors, sub- contractors or suppliers by completing form **CCE1**.

Other financial interests include when money other than your salary is paid into your bank account by the council or where your address is linked to a business receiving payment from the council. In these circumstances you must declare any financial or non-financial interests which could conflict or be seen to conflict with the council's interests to the Town Clerk by completing form **CCE2**.

5.7 Handling Council Money or Sponsorship

Stanley Town Council is a publicly funded organisation and as such, all employees who are authorised to be involved in financial activities and transactions on behalf of the council must be familiar with its Financial Regulations.

You must not benefit from any contract or sponsorship that is given to or by the council, or show any favour to a partner, spouse, relative, friend or associate.

You must ensure that any sponsorship accepted is related to council business and is approved by your **Manager/Town Clerk**.

5.8 Intellectual Property

'Intellectual property' is a generic legal term, which refers to the rights and obligations in relation to: inventions, patents, creative writings and drawings, including for example - reports, policy, training, computer programmes and technical documents and materials. Some aspects of the work you carry out or produce on behalf of the council will be classed as 'intellectual property' and therefore belongs to the council, rather than to you personally.

You must not make use of the council's intellectual property to conduct private work.

5.9 Commitments Outside of Work

Outside work means any paid or unpaid work, including voluntary work, undertaken in addition to your council employment. Any requests to undertake outside work will be considered and will not be unreasonably refused, however, the council must consider whether or not such outside working would be in conflict with council interests or weaken public confidence in the council, or adversely impact upon your ability to carry out your role with the council.

Approvals will be reviewed should any concerns arise as to the impact the outside commitment on your ability to carry out your role within the council.

Before doing any outside work you must complete form **CCE3** for authorisation and if there are any subsequent changes relating to your outside work you may need to complete a further **CCE3** form.

5.10 Gifts and Hospitality

Gifts, hospitality or benefits in kind offered to you must be treated with caution in order to avoid any suggestion of improper motives or conduct.

You must:

- Declare to your **Manager/Town Clerk**, by completing form **CCE4**, if you are offered, or you wish to offer, any gifts, hospitality or advantage, other than token gifts of a nominal value. **Your Manager/Town Clerk** must give approval before you accept or give such items;
- Use tact and courtesy if you need to refuse a gift or hospitality;

- Report to your manager any gifts which are delivered to your place of work where you may have a problem returning them;
- Under no circumstances should gifts or hospitality be accepted that include attendance at sporting events unless there is specific justification agreed by your manager in advance;
- Only accept hospitality (e.g. meals/refreshments) if there is a genuine need to convey information or to represent the council as you need to be sure that accepting the hospitality does not create a conflict of interest. No declaration is required in these circumstances;
- Report to your Manager/Town Clerk any approaches made to you which may be seen as an attempt to gain some form of preferential treatment;
- Not accept gifts or legacies from current or former clients (you personally or members of your family).

5.11 Using Council Equipment, Materials and Property

Council assets and facilities, including computers, laptops, mobile phones, photocopiers, vehicles, and offices must only be used for official council business and not for personal use. You must comply with health and safety regulations and use personal protective equipment as required. All council resources must be used with care to avoid wastage, loss or damage and, where applicable, returned on leaving employment.

6 Declaration Forms

Declaration forms (CCE1 - CCE4) are to be completed as detailed in this Code. All declaration forms will be held by the Town Clerk for the purpose of logging onto a central register.

A copy of the completed declaration form will also be placed on an employee's personal file. All forms will be acknowledged and recorded whether approved or declined.

The following declaration forms are available and can be downloaded from the intranet. These forms must be completed in full. DO WE HAVE THESE FORMS

Form CCE1	Declaration of Relationships with External Contractor or Supplier
Form CCE2	Declaration of Personal Interests
Form CCE3	Request for Approval to Undertake Outside Work
Form CCE4	Declaration of Offers of Hospitality/Gifts

All council HR policies and guidance can be found on the HR Policies page on the intranet. If you are unable to access the intranet, please speak to your manager.

7 Contact Details

If you would like any further advice or would like the document in an alternative

Item 10 – ATTACHMENT F

format, please contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA

01207 299 109
alan.shaw@stanley-tc.gov.uk

POLICY DOCUMENT

Name of Policy:	Managing Employee Performance Policy
Date policy created:	
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Chair of Council)	

MANAGING EMPLOYEE PERFORMANCE POLICY

1 Introduction

The council seeks to create and sustain an environment that is open and inclusive and where employees receive regular feedback and are supported throughout the course of their work.

Managing employee and team performance is a continuous process and is central to the relationship between managers and employees.

This policy applies to all employees throughout their employment and sets out the procedure for managing employee performance to help achieve organisational objectives and to retain and develop employees at all levels of the organisation.

2 Performance Management Framework

We have developed a clear set of values and behaviours around what is important to us as a council and they apply to all employees. Our values are at the heart of everything we do and our behaviours have been designed to support and embed these values.

Outcome Focused	People Focused	Empowering	Innovative
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We work together to achieve the best for people	We put people and communities at the heart of everything we do and value our employees	We value, trust and support each other	We embrace change and look for better ways to deliver services
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To help to bring the organisational values and behaviours to life, all employees of the council are expected to demonstrate core behaviours in order to ensure that we provide the best possible service to our communities and create a great place to work.

The council's behaviour framework is made up of three levels:

- Core behaviours
- Managers behaviours
- Leaders behaviours (Town Clerk)

All employees, including managers and leaders, are expected to demonstrate the core behaviours of our four values. Managers and leaders are then expected to display additional behaviours to create a supportive environment and to help others embed the values through their own behaviours.

The council wants its employees to be committed to improving their own performance and develop their own skills as well as meeting the objectives of the organisation. Performance management therefore starts with a shared understanding of what the organisation, service and individual team is trying to achieve, and it is important that employees understand their individual objectives, how they link to the council's values and behaviours and what they need to do in order to achieve them.

3 Managing Employee Performance

Encompassing our organisational values and managing individual performance should be done as part of normal day to day management, individual and team meetings rather than relying on an annual review to discuss performance.

Discussions regarding objectives, learning and development, career aspirations, well-being, support required and a focus on managing outcomes should be incorporated into the daily management of employees in order to develop and retain talent across the organisation.

3.1 Managing Employee Performance Process

3.1.1 Induction and/or Probationary Period

New employees or employees starting new roles will be fully supported and managers should ensure that employees receive an effective induction, covering the corporate induction process and service-based arrangements.

The manager will ensure the employee has clarity of their job role and expectations and set objectives, which will encompass the council's values and behaviours from

the outset. This is also a useful opportunity to discuss any initial development needs that may help the employee to perform at their best.

A probationary period of six months will apply where the employee has no recognised continuous service.

3.1.2 Performance and Development Review (PDR)

Performance management is made up of different elements and is supported by a PDR which focuses on:

- Objectives/achievements
- Values and behaviours
- Learning and development needs
- Roles/expectations
- Support required

All employees should be clear about their roles and responsibilities, the expectations of the role and how this fit with the team, service, and the organisations wider responsibilities and objectives.

During this discussion, the manager and employee will agree performance objectives, which should be SMART:

- **Specific** - objectives should state a desired outcome
- **Measurable** - the employee should know when the objective has been achieved
- **Achievable** - must be something the employee is capable of achieving
- **Relevant** - the objectives should be relevant to team/service/organisational objectives
- **Time-bound** - when does the objective have to be achieved?

For the leader and manager level there are cross-cutting corporate objectives, agreed by Council, which will be incorporated into the PDR. These will be pre-populated in the digitised PDR.

The PDR will be a 'living' document that the manager and employee can update throughout the review period to supplement one to ones/supervisions.

Guidance on completing the online PDR will be available within the system.

The Initial PDR will record objectives, development and support required moving forward. A discussion will take place at this initial review meeting to cover feedback on any previous appraisal period.

The scheme will have fixed review periods for each category of employee.

3.1.3 One to One Discussions

Regular dialogue between managers and individuals is at the heart of performance management. Managers should discuss work and performance with all employees as

an ongoing process by regular catch-ups, supplemented by more structured one to one/supervision meetings where required.

These discussions provide a platform for the employee to engage in performance discussions and identify their own learning opportunities to enhance their own performance as well as allowing managers and employees to catch up on work progress and other work-related or personal matters.

Self-assessment and reflective practice are all useful ways that employees can empower themselves with tools to assess their own performance and positively contribute to the performance management framework. One to one/supervision meetings and regular feedback from management can support this approach, self-assess their performance against objectives and help to identify any individual development needs.

Managers should take the opportunity to use these discussions as a tool to discuss the employee's individual achievements as well as any areas for improvement or development.

3.2 Communications and Engagement

Regular communications with employees that allow and encourage employee engagement will help to improve individual performance. Managers should create an environment where employees can be empowered to share best practice and adopt appropriate smarter working approaches. This will help to break down barriers between teams and share best practice across the organisation.

3.2.1 Team Meetings

Regular team meetings are important for providing employees with important information about the organisation and an opportunity for the team to think about and plan how to implement changes to practices and procedures to help support the council's goals and values. It also creates a tool for informal learning and knowledge-sharing across the team and how best practice approaches can be implemented.

Team time should therefore be valued by all team members and employees should be encouraged to contribute proactively to the meeting. Open dialogue is key for individuals in creating an environment at team level where employees feel they can talk openly, without fear of negative challenge. They can also input into ideas and suggestions which may contribute to improvements to service delivery, as well as creating an environment where employees can learn from each other and develop necessary skills to enhance team output.

Team development and knowledge sharing is a useful item for discussion at team meetings to help capture any learning points and team development needs, which can in turn lend itself to managers identifying training needs and succession planning.

3.2.2 Support, Coaching and Mentoring

Support and coaching by managers will help employees to understand options for improving their own performance.

Coaching usually focuses on specific skills and goals, although it may also have an impact on an individual's personal attributes (such as social interaction or confidence). Coaching by managers can form the basis of an on-going management style and is extremely effective in enhancing individual and/or team performance.

Mentoring involves the use of the same models and skills of questioning, listening, clarifying and reframing associated with coaching, however, mentoring in the workplace has tended to describe a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of an inexperienced member or new member of the team.

Managers who are able to use coaching as a management style can maximise the performance of their team and individuals by enabling employees to take ownership of their own performance and development.

3.3 Wellbeing

Managing performance also provides an opportunity to find out how the employee feels at work and to make sure they are well supported. It is important that the employee's physical and mental wellbeing is supported within the workplace and the council has a number of initiatives and policies to provide support in this area.

4 Improving Performance

Regular reviews and support will help minimise under performance, however, there may be occasions where the employee consistently fails to reach the required standard of performance.

Where the performance of the employee is deemed to be inadequate and has not improved with normal day to day support, the following procedure should be followed.

4.1 Initial Meeting

The manager will arrange a meeting with the employee, giving them reasonable notice of the date, time and purpose of the meeting. The meeting will aim to clarify:

- The nature of the performance concerns
- The expected standard of performance
- An agreed action plan, including identified support
- Timescales for improvement and review dates; and
- The potential consequences of not achieving the required improvements in performance

Whilst there is no statutory right for an employee to be accompanied to meetings during the informal stage of the process, any request from an employee at this stage will be accommodated.

4.2 Action Plan

An action plan will be completed by the manager, encompassing ideas and suggestions from the employee, along with any identified support. The action plan

should be based upon a realistic timescale for improvement (usually between 4 and 8 weeks) depending upon the role and the degree of under-performance.

The type of support that could be considered may include training, coaching, modified workload and the opportunity to observe and reflect on good practice.

4.3 Review Meetings

Regular review meetings will be held throughout the agreed timescale to discuss and record progress against the agreed action plan, it also provides the manager with an opportunity to give feedback and for the employee to highlight any areas of concern, or further support required throughout the review period.

At the end of the agreed action plan period, a final review meeting will be held with the employee to assess their overall progress.

If satisfactory improvement has been made, this will be noted on the action plan and individual's performance will be managed as part of the usual performance management framework.

If satisfactory performance has not been achieved, the manager will need to determine whether it is reasonable to extend the action plan of support, or whether to progress to the formal stage of the procedure.

4.4 Formal Performance Management

Where the employee has not met the targets set out in the action plan within the agreed timescale, the employee will be informed that the case will be progressing to a performance hearing and this should be noted on the action plan and referred to a formal process.

Where the employee has not achieved the required standard of performance during their probationary period this should be noted during the probationary review and referred to a formal process.

5 Contact Details

If you would like any further advice or would like the document in an alternative format, please contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA

01207 299 109
alan.shaw@stanley-tc.gov.uk

POLICY DOCUMENT

Name of Policy:	Resolution Policy
Date policy created:	
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Chair of Council)	

RESOLUTION POLICY

1 Introduction

The council promotes and encourages positive working relationships and seeks to create and sustain an environment that is open, inclusive and where employees feel able to raise concerns regarding their employment in an appropriate way with their manager or the organisation.

It is healthy for all concerned to discuss issues as they arise and to work together to find appropriate solutions and resolutions to concerns that may be raised by employees during the course of their employment.

This policy applies to all employees, no matter how long they have been employed by the council and deals with issues raised by an individual, a group of two or more employees or a recognised trade union on behalf of a group of employees.

The council aims to be an inclusive employer and reasonable adjustments will be supported throughout the resolution process, where employees require additional support in their employment.

2 Informal Process

The council promotes and encourages a people-focused, empowering and collaborative working environment, and this must be the focus when looking at and engaging positively in resolving workplace issues.

Employees must take responsibility for resolving issues as and when they arise and to enable them to be resolved quickly, informally and at the lowest manager level. In order to achieve this employees are encouraged to try to resolve issues between themselves in a constructive and collaborative way, or raise them during regular supervision or 1-1 meetings if they need support from their manager.

2.1 Bullying and Harrassment

Bullying can be described as behaviour that is 'offensive, intimidating, malicious, or insulting, or possibly a misuse of power with the intention to undermine, humiliate, degrade or unfairly criticise. Harassment is unwanted behaviour that can be 'intimidating, hostile, humiliating or de-grading' and that relates to a protected characteristic covered by the Equality Act 2010.

Issues of bullying and/or harassment can be raised through the Resolution Policy and, as with any other grievance issue, the aim of using the resolution process is to try and resolve any issues informally.

2.2 Informal Resolution Form

Where discussions with their manager has not resulted in an acceptable solution and the employee feels they need a more structured approach to achieving a resolution, they can raise their issues with their manager (or another appropriate manager within the Service) through the informal process by completing the first part of the Informal Resolution Form.

Upon receiving the form, the manager will meet with the employee to clarify what the issues are, establish the desired outcome and agree a strategy and action plan to resolve the situation. The discussion and agreed actions will be recorded by the manager on the second part of Informal Resolution Form and a copy will be provided to the employee. More than one meeting may be required to achieve a satisfactory outcome at this stage of the process.

Whilst there is no statutory right for an employee to be accompanied to meetings by a trade union representative or work colleague during the informal stage of the process, any request from an employee at this stage will be accommodated.

Only where informal resolution has been exhausted will a formal investigation be undertaken. It is anticipated that there will be very few circumstances where a formal investigation is required.

2.3 Mediation

It may be appropriate to consider at the informal stage whether mediation would help to resolve the issues. Mediation can be a useful tool to resolve a range of issues such as relationship breakdowns, communication problems, personality clashes or perceived bullying and harassment.

It involves the relevant individuals engaging in one or more facilitated discussions, guided by an impartial mediator. The mediator will act neutrally and encourage the individuals to engage in a constructive dialogue and to actively listen to one another. It is a solution focused approach with the aim of helping the individuals to reach a mutually acceptable outcome.

Mediation is voluntary and can only work if all parties agree to it and it can be initiated at any point in the resolution process at the suggestion of one of the parties involved or the manager dealing with the issue.

Where mediation is successful, and an outcome is achieved, it will be binding upon both parties and will close the resolution procedure regarding the issue.

For more information regarding mediation, please contact the Town Clerk.

3 Formal Process

A formal investigation may be required where attempts to resolve the issues informally have not been successful or where the informal process has highlighted that there are clear obstacles that prevent an employee from engaging in informal resolution. Whilst this will involve a more structured approach to resolving the issue the process must remain outcome-focused and individuals involved in the process must engage in a constructive and collaborative way to seek resolution.

The employee must set out their issues in writing, using the Formal Resolution Form wherever possible, and submit it to their manager. Where the manager is the subject of the complaint, they should submit it to the Town Clerk.

The employee should include as much detail as possible about the issues that they want to be investigated, including, but not limited to:

- Evidence of informal resolution and attempts made by the employee to address the issue;
- Why informal resolution has not resolved the issue;
- Why further informal action is not appropriate or helpful in resolving the issues;
- A timeline of main events;
- Names of individuals involved;
- Names of witnesses;
- Any relevant facts, including any available evidence;
- A realistic expectation of what the council can do to resolve the matter.

The manager will acknowledge receipt of the Formal Resolution Form, in writing, within two working days of receiving it and will forward a copy to the HR Advice and Support Team.

3.1 Issues Outside the Scope of the Policy

There are a number of issues that cannot be raised through the Formal Resolution process. Any issues concerning the areas listed below can be raised through separate procedures:

- Recruitment and selection;
- Restructure;
- Redundancy;
- Job evaluation;
- Disciplinary, including Letters of Management Advice;
- Performance issues;
- Attendance management;
- Pay, grading or allowance issues.

Employees cannot request a formal investigation in response to their manager taking appropriate action in circumstances where their performance, attendance or conduct falls below the required standards. If an employee has a query regarding why they are being managed in a certain way, they should discuss this with their manager.

Where a complaint concerns the behaviour of a Councillor, this should be raised through the Council's Monitoring Officer using the relevant complaints procedure.

Employees cannot raise an issue that is the same or similar to one that has been investigated within the previous 12 months, unless any action to redress the issue has not been implemented.

3.2 Formal Investigation

The manager receiving the Formal Resolution Form may be the most appropriate person to investigate the issues, however, where they feel they are not impartial it may be appropriate for another manager to investigate on their behalf.

Where issues are raised against a manager or above, the Town Clerk will be consulted in order for the investigation to be conducted by an appropriate senior manager.

The investigating manager will aim to conclude the investigation within 30 working days of the Formal Resolution Form being received or of them being asked to investigate where they are doing so on behalf of the manager. The manager must keep the employee informed if they are unable to meet these timescales.

During the course of the investigation, should the investigating manager determine that informal resolution may be possible, they can make a recommendation to this effect, and with the agreement of the employee, the formal process will come to an end.

3.2.1 Initial Meeting

The investigating manager will invite the employee, in writing, to attend a meeting in order to agree the scope of the investigation and to:

- Clarify what the issues are;
- Determine if mediation or other informal resolution is an option;
- Identify what further information is needed i.e. who they may need to speak to;

- Clarify the employee's desired outcome and proposals for resolving the issues.

The meeting should take place within 10 working days of receiving the Formal Resolution Form (or being appointed as investigating manager) and the employee will normally be given at least 2 working days' notice of the date.

3.2.2 Fact Finding Meetings

Where the issues relate to another employee, the investigating manager will invite them to a meeting to discuss the matter and enable them to put forward their version of events.

The investigating manager will also meet with any witnesses who may have relevant information about the issues raised.

3.2.3 Final Meeting

To conclude the investigation, the investigating manager will arrange a final meeting with the employee who raised the issues formally. The purpose of this meeting is to enable the investigating manager to:

- Outline the key points of the investigation, including who has been interviewed;
- Clarify that all areas agreed in the initial meeting have been covered;
- Allow the employee to highlight any areas they feel have not been sufficiently investigated;
- Allow the employee the opportunity to respond to any key issues that have come up during the investigation.

Following the meeting, the investigating manager will use the information gathered throughout the investigation to formulate a report.

3.2.4 Representation

Employees are entitled to be accompanied at any meeting in the formal process by either a recognised trade union representative or work colleague of their choice. It is the employee's responsibility to arrange their attendance. If their chosen representative is not available, they may request an alternative date within 5 working days of the original date.

The individual accompanying the employee must not be someone whose presence would prejudice the meeting or who has a conflict of interest

3.3 Outcomes

Once they have concluded their investigation, the investigating manager will communicate the outcome to the employee in writing, clearly outlining the reasons for the decision and including a copy of the investigation report. The employee will not be provided with any information relating to the outcomes of any subsequent action taken against other individuals involved in the process.

In complex cases, the investigating manager may feel that it is also appropriate to meet with the employee who raised the issues to talk through the findings.

The range of outcomes available are as follows:

- **Upheld** - the complaint has been proven on the balance of probability and some remedial action may be needed to be taken. This may include mediation, formal or informal disciplinary action or an action plan;
- **Not upheld** - the complaint has not been proven or it cannot be substantiated on the balance of probability. Generally, this means that no remedial action will be required, however, the investigating manager may feel that the complaint has arisen out of a misunderstanding or lack of clarity and may recommend that policies or processes are reviewed to avoid the same misunderstanding happening again;
- **Partially upheld** - where there are different aspects to the complaint, it may be that some are found to be proven whilst others are not.

Where the issues raised were against another employee, the investigating manager will also prepare an outcome letter for them summarising the outcome of the investigation, however, they will not receive a copy of the investigation report.

4 Appeal

If the employee is not satisfied with the outcome of the formal investigation, they have the right to appeal in line with the council's Appeal Policy.

5 Counter Claims

If an employee raises issues during an ongoing formal process e.g. disciplinary or attendance management, the manager will determine the best way to resolve the issues raised.

If the issues are independent to the ongoing formal process, the two procedures can run concurrently. However, if the issues are related to the ongoing formal process, it may be appropriate to investigate the issues before continuing.

6 Vexatious or Malicious Issues

Any employee raising reasonable and genuine issues through the Resolution Policy will suffer no detriment as a result of initiating the process, however, malicious or vexatious complaints will be taken very seriously.

Where there is sufficient evidence that issues were not raised in good faith, further action may be taken through the council's Disciplinary Policy.

7 Contact Details

If you would like any further advice or would like the document in an alternative format, please contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA

01207 299 109
alan.shaw@stanley-tc.gov.uk

POLICY DOCUMENT

Name of Policy:	Mental Wellbeing in the Workplace Policy, Procedure & Toolkit
Date policy created:	
Author:	Alan Shaw (Town Clerk)
Date endorsed by Finance & General Purposes Committee:	
Signed: (Chair of Finance & General Purposes Committee)	
Date adopted by Full Council:	
Signed: (Chair of Council)	

MENTAL WELLBEING IN THE WORKPLACE POLICY, PROCEDURE AND TOOLKIT

1 Policy Outline

1.1 What is the Policy About?

The Council recognises that its employees are its most valuable asset and that only through their development in a healthy and safe working environment can they contribute fully to its aims and objectives. Whilst the council has little control over external factors, as a good employer it wishes to promote the physical, psychological and social well-being of all its employees.

1.2 Who Does the Policy Apply to?

This policy applies to all council employees and is recommended as good practice to all other groups associated with the council who have the discretion in their employment to adopt our policies.

1.3 Responsibility

All council employees have a responsibility to ensure that they comply with this policy and any subsequent processes that are developed to support it.

Everyone involved in implementing this policy and any subsequent processes that are developed to support it is responsible for ensuring that it is fairly implemented and must ensure that they;

1. Do not breach the Policy or any related processes,
2. Seek advice from Managers or the Town Clerk, if unsure of how to implement the Policy,
3. Deal with any issues arising equitably without direct or indirect discrimination on grounds of age, disability, nationality, race, religion, sex, sexual orientation, or trade union membership.

1.4 Monitoring

Data in relation to 'work-related stress', (**hereto defined as 'mental well-being and mental ill- Health'**), can be gathered through a range of management information systems used for recording and reporting data, e.g. sickness absence, accident reporting, grievance, bullying & harassment procedures, exit interviews and sample staff surveys, in line with the Health & Safety Executive's (HSE) best practice.

This data will be reviewed within the Finance and General Purposes Committee.

1.5 Support

Employee support can be sought from Managers, Town Clerk, Occupational Health, or a Trade Union representative

1.6 Confidentiality

All information will be handled sensitively and used only for its proper purpose. However, confidentiality cannot be guaranteed as information might have to be disclosed where an issue results in formal proceedings.

Under the General Data Protection Regulations 2018 (GDPR) individuals have the right to see their own personal data held subject to the rights of confidentiality of any third parties involved in that information.

1.7 Dealing with Abuses of the Policy

Employees who attempt to abuse this policy may face disciplinary action. The Council takes false or misleading accusations very seriously which may result in further action taken through the Disciplinary Procedure. This will not include ill-founded allegations that were made in good faith.

1.8 Publicising/Distribution of the Policy

A copy of this policy is available from a Manager or the Town Clerk and will be made available to employees on request.

New employees should be informed of the existence of this policy during recruitment and induction information processes.

1.9 Reviewing the Policy

The Council will keep the operation of this policy under review and will make such changes to the policy as deemed appropriate following necessary consultation with staff and the trade unions.

2 Procedure

2.1 Policy Statement

The Council:

1. Is committed to protecting the health, safety and welfare of its employees. The Council recognises that mental health issues in the form of 'work-related mental ill-health' is a management issue and acknowledges the importance of identifying and reducing workplace stressors.
2. Is committed to promoting the health and well-being of its staff through, for example, the promotion of opportunities for its employees to lead healthier lifestyles.
3. Will work towards the Stress Management Standards as identified by the HSE (a summary of the standards is provided in Section 3.4).
4. Will through its management, identify workplace stressors and conduct risk assessments to eliminate or control as far as is reasonably practicable the risks from mental ill-health. These risk assessments will be regularly reviewed.
5. Will consult with Trade Union Safety Representatives on proposed actions relating to the prevention of workplace mental ill-health.
6. Will provide training for managers and supervisory employees in good management practices.
7. Will provide confidential counselling for employees affected by work related mental ill-health where appropriate.
8. Will provide adequate resources to enable managers to implement this policy.

2.2 What is Mental Ill-Health and How Can it be Addressed?

The HSE define mental ill-health (stress) as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between pressure, which can be positive if managed correctly and stress which can be detrimental to health.

However, symptoms of mental ill-health can manifest as either physical and/or psychological effects. A summary of such may include;

- Physical effects - headaches, muscle tension, stomach problems, bowel and bladder problems and increased heart rate.
- Psychological effects - irritable, anxious, mood swings, short tempered, constant worrying, low self-esteem and poor concentration.

Workplace interventions to address mental ill-health related problems can be implemented at one of three levels:

- **Individual Level** - Where an employee raises significant work-related mental ill-health concerns, or is experiencing related symptoms, employee focused interventions can include;
 - i. Counselling, support and advice referral to health practitioner,
 - ii. Specific work-related training and management support, and
 - iii. Processes to explore the extent to which their experience of work can reasonably and sustainably be adapted to address their concerns.For further details see section 2.4.1.

- **Management Level** - Employees in all forms of employment may experience work-related mental ill-health concerns. Workplace support structures, work training and mechanisms for such concerns to be raised, and acted on at an early stage, can address problems before any overt health or well-being concerns arise. For further details see section 2.4.2.
- **Organisational Level** - An Organisational Risk Assessment involves the periodic collation of Council-wide data that indicates potential 'hot spots' of work related mental ill-health problems. Subsequent organisational interventions and ongoing audit measure the effectiveness of the risk management approaches taken. For further details see section 2.4.3.

2.3 Roles & Responsibilities

2.3.1 Senior Managers/Elected Members

The ultimate responsibility in implementing the policy and provision of resources in terms of any cultural change that is required lies with Town Clerk and Elected Members.

Managers will be responsible for the initiation of further investigation and prioritisation of resources to address, as far as reasonably practicable, concerns raised by the identified issues with workplace mental ill-health reports.

2.3.2 Managers

All managers and nominated supervisors are required to:

- Advise and inform their team(s) in order to increase awareness and understanding of the Policy and any related issues.
- Record any work related mental ill-health online using the Corporate Accident/Incident/Ill Health or Near Miss Form (available from a Manager or the Town Clerk) Details of where to send the completed form can be found in the guidelines accompanying the form.
- Conduct and implement recommendations of sample mental ill-health audits and risk assessments within their areas of operational control.
- Receive and act upon any required actions from the Corporate Workplace Mental Wellbeing Report and sample staff survey process.
- Undertake as necessary, the HSE's, Stress Management Competency Indicator Tools when managing staff presenting with work related mental ill-health.
- Attend training as requested, (or arranged for them as part of their role), in good management practice and health and safety.
- Ensure good communication between management and employees, particularly where there are Service, Organisational and Procedural changes.
- Ensure that all forms of actual or perceived bullying and harassment are not tolerated within their areas of operational control, (see the councils Grievance Policy).
- Ensure that concerns, actions and issues are recorded, and information passed to the Town Council.
- Identify training requirements and ensure employees are appropriately trained to discharge their duties.
- Ensure employees are provided with relevant developmental opportunities through the appraisal scheme and other training initiatives.

- Monitor workloads to ensure that employees are not overloaded.
- Monitor working hours and overtime to ensure that employees are not overworking.
- Monitor holidays to ensure that employees are taking their full entitlement.
- Be vigilant and offer additional support where appropriate to employees experiencing mental ill-health outside work.
- Ensure that employees are made aware of the opportunities to participate in health improvement activities and give reasonable support to employees to access them.

When work-related mental ill-health, or personal stressors (impacting on work-life balance), are raised by employees, or are identified through the sickness absence procedures, the manager must clarify the nature of the employees concerns. They should then provide the employee with any practical options to reduce these stressors.

In the situation described above, where interpersonal issues perceived by either party may hinder the effectiveness of attempts to resolve workplace issues, the manager will facilitate the steps above to be completed by another manager, acceptable to all parties.

2.3.3 Employees

All employees are required to raise issues of concern regarding work-related mental ill-health with their manager in the first instance.

If an employee feels that they can't raise the issue with their manager, they should approach another appropriate manager or Town Clerk or seek advice from their Trade Union or telephone-based employment assistance counselling services. If unsure of how to deal with issues seek help and advice on policies and procedures from their manager, Town Clerk or Trade Union.

The employee should;

- Support approaches to eliminate or reduce the effects of work-related mental ill-health they are experiencing offered by their managers and supervisors.
- Consider pursuing opportunities for counselling and training when offered through the council,
- Read the councils communications in relation to mental ill-health management,
- Recognise that they have a responsibility for their own personal mental ill-health and try to help themselves where possible, e.g. by attending planned training, taking appropriate meal breaks, planning their work where possible, raising concerns over workloads with managers,
- Make full use of external support arrangements available for non work-related mental ill-health management, e.g. their Unions, Doctors, NHS Services, and charitable organisations such as Mind, Rethink, and Sane.

2.3.4 Trade Union/Safety Representatives

Trade Unions/Safety Representatives will be:

- Meaningfully consulted on any changes to work practices or work design to consider whether such changes could precipitate mental ill-health,
- Meaningfully involved in the mental ill-health risk assessment and risk management process,

- Provided with access to collective and statistical data,
- Provided with paid time away from normal duties to attend any relevant Trade Union training in accordance with local conditions,
- Allowed reasonable time in accordance with council policy to conduct joint inspections of the workplace to ensure that environmental stressors are properly controlled.

2.3.5 Management Team

The Management Team will:

- Receive and share with their respective Service Areas, details of any received Corporate Workplace Mental Wellbeing Reports and sample staff surveys,
- Formulate a risk management response to the Corporate Workplace Mental Wellbeing Report and sample staff surveys, relevant to their Service. Such a response will involve input from other professionals, such as Occupational Health, as appropriate,
- Arrange through Town Clerk as required, for the initiation of studies in areas identified by the Corporate Workplace Mental Wellbeing Report as reporting high levels of stressors,
- Provide an account of risk management measures undertaken to address mental ill-health related issues to the Finance and General Purposes Committee.
- Raise awareness of this policy with all existing and new staff.
- Arrange appropriate training to staff.
- Provide reports on Corporate Workplace Mental Wellbeing to the Finance and General Purposes Committee.
- Promote best practice in workplace mental health wellbeing.

2.3.6 Town Clerk

Town Clerk will:

- Raise awareness of this policy at appropriate Human Resources related activities, e.g. inductions, Human Resources communications and training.
- Provide or arrange, appropriate training on mental wellbeing awareness/management to managers and staff.
- Provide advice, guidance and support to managers dealing with specific mental ill-health related cases, or the application of this policy in the work place.
- Provide support to staff and managers during periods of change in the work environment.
- Provide advice and guidance to staff on the expectations of the policy.
- Define, in consultation with members, the range of data to be included in any reports to the Finance and General Purposes Committee.
- Collate standard data, for any report outlined above.
- Take a lead role in the ongoing monitoring of research and developments of best practice in workplace mental wellbeing management, and ensure it is included into all relevant workplace policies and procedures.
- Carry out workplace surveys as deemed necessary.
 - Any corporate workplace Mental Well-being Survey will be formulated to reflect the six primary stressors identified by the HSE, and commonly associated with workplace mental ill-health.
 - Analyse any survey information and report to Council.
 - Ensure employee confidentiality.
 - Take external specialist advice as necessary.

- Receive and act upon and required actions from Metal ill-health reports

2.3.7 Occupational Health Service

Occupational Health Services will;

- Help support individuals who have been absent with workplace mental wellbeing related ill-health and advise them and their management on a planned return to work,
- Provide support and advice to individuals who are at work but are experiencing workplace mental wellbeing related health problems,
- Refer individuals to workplace mental well-being counsellors or specialist agencies as required,
- Collate standard data, relevant to OHS activity, (including data from telephone-based employment assistance programme) and submit to The Council for consideration,
- Inform Town Clerk of any changes and developments in the field of mental ill-health at work,
- Ensure maintenance of individual employee confidentiality in any data analysis,
- Promote local and regional public health and council priorities as they relate to employee health and wellbeing, through appropriate management of staff forums.

2.3.8 The Council

The Council will accept and consider reports on mental ill-health within the staff and will ensure that any issues are addressed and monitored to ensure the well-being of staff and the effectiveness of the support and measures put in place.

2.3.9 Telephone Based Counselling/Occupational Health Service (OHS)

The counsellor's role is to offer support and assistance, discuss the options open to the employee, and help the employee determine if and how, they want to progress matters.

Therefore:

- Advice and guidance will be offered in confidence,
- Information will be given to the individual about the options available to assist them in making their own decisions.

It may be appropriate for a person who is suffering from mental ill-health to have the opportunity to have face-to-face access to a counsellor. In this case, advice and guidance on counselling can be accessed via the Occupational Health Service. It plays a vital role in assisting employees, by providing a confidential avenue for impartial advice.

All employees have access to the Telephone Counselling Service. Informal, confidential assistance can be accessed via:

- The telephone based employment assistance counselling service on free phone 0800 716 017. Further information is available from Managers or The Town Clerk.
- The Occupational Health Service for advice - 03000 268 999.

The telephone based employment assistance counselling service and the OHS can also provide generic advice to managers on mental health wellbeing/ill-health management approaches.

2.4 Managing Mental Wellbeing/Ill Health

2.4.1 Individual Level Interventions

The procedure for addressing work-related mental ill-health issues experienced by individual employees is detailed within the Mental Well-being Management Toolkit. See section 3.3, for the flowchart outlining the management process to be followed for both work and home related mental ill-health.

Tackling mental ill-health has been shown to have real financial and welfare benefits to organisations. It can for example, help improve staff morale and their commitment, reduce costs associated with absence management and in turn bring higher productivity and lower absenteeism.

The HSE has identified six broad categories of risk factors for work-related stress. The 'Mental ill-health Toolkit' provides a structured approach to individual risk assessment which includes:

- Identification of the mental ill-health hazards/risks perceived by the employee,
- Evaluation of the risks and recording of what needs to be done in an action plan,
- Review and revision of the assessment and actions taken, (see section 3.5) for an overview of managing individual mental ill-health.

2.4.2 Management Level Interventions

The HSE Stress Management Standards essentially represent aspects of good organisational and management practice.

Good standards of management practice can eliminate or reduce the effect of work related stressors experienced by employees and its negative impact on service delivery. Aspects of good practice include:

- Open lines of manager/ employee communication, including regular 1 to 1 sessions, to ensure mental ill-health related problems can be raised at an early stage,
- Ensuring managers undertake Performance and Development Review with employees in line with the policy/protocol, so that training and support outcomes provide employees with skills, knowledge and working environment to fulfil the demands of their role,
- As well as role related training, Appraisals will be used by managers as an opportunity to identify individual factors that may predispose the employee to mental ill-health. This may include factors such as underdeveloped time management skills and a tendency to become anxious or angry to the extent of functional limitation in some work situations,
- Specific, relevant training modules are available through the Corporate Learning and Development Programme to enhance employee coping skills, and an important outcome of appraisal in such cases may include employee attendance at such training,

- Performance and Development Review includes a declaration by the employee of any concerns they have regarding the possible impact of health and work. This includes mental ill-health related concerns,
- If the conclusion of the Performance and Development process, (with its emphasis on development and support), does not address these concerns the manager and employee should pursue the provisions of the 'Mental Well-being Toolkit'.
- The purpose of using the toolkit is to further clarify the nature of work-related concerns and the extent to which employees may be open to reasonably practicable workplace modification. These conclusions must be put to the employee for their consideration,
- It is recognised that manager beliefs and behaviours may themselves be a source of mental ill-health to employees. It should be part of the Performance and Development Review process for managers to undertake the HSE Stress Management Competency Indicator on at least one occasion, prior to managing an employee presenting with mental ill-health.
- If the manager identifies mental ill-health in their employee (for whatever reason), or the Town Clerk identifies their managers area of work as a high mental ill-health area, from routine data, attendance at mental ill-health management training for such managers may be a reasonable outcome of their Performance Development Review.

2.4.3 Organisational Level Interventions

Organisational interventions are considered a key element in good workplace mental health management by the HSE. No ideal method exists to determine whether existing control measures to prevent harm from mental health related factors are sufficient. However, a suitable and sufficient standard of risk assessment at the organisational level is considered, by the HSE to include:

- A continuous quality improvement audit cycle,
- Collation of routinely available data considered potential markers of mental health problems (e.g. sickness absence rates, exit interviews, turnover rates, incident data and so on),
- Outcomes of specific employee sample workplace mental wellbeing survey data, assessing the extent to which the Council fulfils the Management Standards for work-related mental ill- health, specified by the HSE,
- Data being presented in an organizationally meaningful manner that can identify potential 'hot spots' and allow consideration by senior managers for organizational development and priority setting,
- Processes to further clarify specific issues of concern in 'hot spots' to inform senior management intervention,
- Processes to develop and adopt solutions that are 'reasonably practicable', with a particular emphasis on prevention and organisational solutions,
- Provide documented and communicated workplace mental wellbeing action plans for all employees.

2.5 Council Committee

The Council will receive and consider reports of workplace mental ill-health and ensure that full consideration is given to its content.

The preparation of the report will be undertaken by the Town Clerk, following receipt of data from all contributors as noted throughout section 2.3.

The finished report will be submitted to the Finance and General Purposes Committee for consideration

2.5.1 Using Workplace Mental Wellbeing Report Data to Promote Positive Change

The purpose of the workplace mental wellbeing report and any reports produced from the use of staff workplace mental wellbeing surveys/Focus Groups are to highlight areas of potential concern to managers and the Town Clerk. This information is intended to help shape subsequent management decision making priorities, such as, resource allocation, staff/management training, staffing levels and organisational structure.

The Town Clerk and managers are expected to use the workplace mental wellbeing reports to formulate local workplace risk assessments and associated workplace risk management plans for their relevant service areas.

2.6 Focus Groups

On occasion, where collected workplace mental wellbeing information and reports suggest broader underlying problems, The Town Clerk should look to utilise more in depth analysis of 'hot spots', by employing the use of Focus Groups.

Focus Groups can form an important part of the process of using the HSE Management Standards to assess and control risks related to work related mental health issues. Focus Groups are:

- Ways of listening to employees and learning from them,
- A way of facilitating active participation of employees in the risk assessment process for work-related mental ill-health,
- One way for management to demonstrate commitment to a participative process of managing the risks from work-related mental health issues.

2.6.1 Purpose of Focus Groups

Focus Groups should discuss 'Hotspot findings' from the Mental Wellbeing Reports, Sample Mental Health Wellbeing Surveys and Risk Assessment processes with a sample of affected employees. They should be used to elicit suggestions for improvement from affected employees so they can draw on their own detailed knowledge of local and contextual factors to:

- Uncover the underlying causes of any undue pressure in their work,
- Enrich interpretation of the data collected in the corporate workplace
- Identify local issues,
- Prioritise the specific areas in which there is a need for action,
- Explore practical and workable improvements.

The purpose of this step is to enable the organisation to identify the key issues and work with their employees to develop appropriate and reasonably practicable interventions (actions).

The Town Clerk should combine the Focus Groups information with Mental Health Wellbeing Surveys data. Ensuring key issues and proposed solutions are submitted

to the Finance and General Purposes Committee, who should, develop and prioritise actions. These actions should take into account:

- What action the organisation is already taking?
- Is it enough? (Compare with states to be achieved)
- What more does the organisation need to do?

3 Toolkit

3.1 Managing Mental Well-Being Management Toolkit

3.1.1 Who is this Toolkit for?

This Toolkit provides advice and guidance to both Managers and Employees on when and how to use the Mental Well-being Questionnaire (MWQ) and Mental Well-being Action Plan (MWAP). See also sections 3.2 to 3.5.

3.1.2 When should I consider using this Toolkit?

The Health and Safety Executive define 'six standards' to describe the most common aspects of work that contribute to mental well-being (see section 3.4).

If an employee does not feel these standard definitions are true for them, in relation to their work, then this may contribute to psychological stress and/or physical ill-health.

Consider using this Toolkit when;

- Such work-related psychological stressors are identified as a problem by the employee or observed by a manager or colleague.
- These stressors can be an important barrier to employees providing regular and effective service but may often be 'hidden' or 'undeclared'.
- In appropriate situations, to raise and discuss work related stressors with an employee, such as Sickness Absence Reviews, Return to Work Interviews and Appraisal.

The following points are intended to help managers recognise situations when they should consider raising the possibility of work-related stress with an employee. Such stressors are often a significant contributory factor acting to:

- **Reduce employee psychological well-being** - you or colleagues of your employee may notice behavioural and mood changes,
- **Contribute to performance or behavioural concerns**, and
- **Increase sickness absence** - this can be long or recurrent short term absence or attributed to physical symptoms (particularly long-term) as well as mental health related.

This Toolkit should be used alongside other policies such as the Attendance Management Policy and Procedure

Employees should be offered a copy of the 'Tackling Mental Health Problems: An Employee Guide' Leaflet (Appendix 1). This includes details of the range of additional employee focused support available through the Council and NHS Services. This is also useful for employees experience psychological distress not associated with work.

3.1.3 What training do I need as a manager?

Line managers play a vital role in the identification and management of stress within the organisation. They are likely to see the problems causing the stress first hand, will be in the best position to notice changes in staff behaviour that may indicate a stress-related problem and will often be the first point of contact when an employee feels stressed.

However, managers also need to think about their behaviour, and how it can either add to the stress their employees experience or help alleviate the problem.

Management behaviour is often highlighted as a major factor by those suffering from work related stress. Any managers using this Toolkit for the first time must ensure they have completed the HSE, Stress Management Competency Indicator Tool (SMCIT). This training tool is available through the Town Clerk.

Additional training on stress management for managers and employees is available through Performance and Development Review Process.

3.1.4 My employee may have a work-related stress problem; how do I clarify it?

Ask the employee to complete the MWQ. This helps narrow down the work-place problems the employee is experiencing using the HSE stress standards as a guide. This will help focus attention on the specifics of any stressors and provide appropriate options for support.

Give the employee enough time and privacy to complete the MWQ but ensure you have received it prior to any subsequent planned meeting to complete the MWAP so you can give consideration to viable support options.

The experience of stress is subjective it cannot be measured reliably and cannot be eliminated entirely from day-to-day working life.

As the manager you may not see things the same way as your employee but the purpose of the MWQ is to enable you to understand the way your employee sees the problem, not a basis for debate of the 'reality' of these perceptions.

Remember, all instances of work-related mental ill-health must be recorded using the Corporate Accident/Incident/Ill Health or Near Miss Form. Details of where to send the completed form can be found in the guidelines accompanying the form.

3.1.5 What if my employee finds it difficult to discuss these problems with me?

Employee perceptions of interpersonal difficulties with line managers are a well recognised potential stressor within the workplace. In such circumstances it may be appropriate for the responsibility of implementing this Toolkit to be undertaken by another officer.

Alternatively, the process can be completed by the normal manager and staff member, but with the option for a Trade Union representative or work place colleague in attendance.

The employee should be given the opportunity to raise any concerns about feeling able to engage in a meaningful discussion about the issues of concern with their manager, and if such concerns apply, alternative management meeting arrangements described above should be offered.

3.1.6 How do I prepare an Action Plan in response to a Questionnaire?

As the manager you should arrange a meeting with the employee within **2 weeks** of receipt of the completed MWQ.

The main purpose of the meeting is to discuss the employees MWQ responses and devise an action plan which addresses the root causes, specifically looking at areas of concern that need to be discussed, addressed and documented.

The completion of the MWQ should help you work together to develop a MWAP that recognises, prioritises and provides effective solutions, where possible, to the issues raised in the MWQ (see page 30). A jointly developed and agreed MWAP should:

1. Help you set goals to work towards,
2. Help you to prioritise any actions are required,
3. Demonstrate you are serious about addressing employees' concerns,
4. Provide something to evaluate and review against,
 - Prioritising the main stressors will help identify the most likely effective interventions.
 - The 'Possible Interventions' section of this document (section 3.5) matches types of stress with possible actions for you to consider.
 - Consider operational feasibility, the resources of the Service, and the impact on other employees when considering the feasibility of any actions explored.
 - If some actions are time limited (e.g. reduction in workload) ensure these timescales are recorded in the MWAP and regularly monitored until complete.
 - Once the interventions have been discussed, the MWAP needs to be agreed between you and the employee and, if involved, the Human Resources representative and/or employee trade union representative.
 - You and the employee must sign the MWQ and MWAP on completion.
 - If you use the Toolkit, you must ensure that the Town Clerk is notified so the monitoring process can be implemented.

3.1.7 What is the desired outcome of the Mental Well-being Action Plan (MWAP)?

The purpose of this policy, procedure and toolkit is to ensure that the Council has done all that reasonably can be done, accepting the organisational demands and resources issues present in, to address the sources of psychological stressors for the individual employee as far as practicable.

Once this situation has been established the employee experiencing mental health related concerns will be able to judge whether they feel able to continue in the role.

Remember, the MWQ and MWAP are intended as a guide for managers and employees when discussing the management of mental health and may need to be adapted to suit individual circumstances.

3.1.8 What happens after the Action Plan is completed?

It is essential that the manager and employee review and evaluate any changes made to tackle work-related mental ill-health. At least one review meeting will be required, after a maximum of **4 weeks** from when the action plan was implemented.

Managers should periodically check that agreed actions are being undertaken e.g. that agreed meetings are being held, or that there is evidence that key actions have taken place.

It is important to ask the employee whether they feel the solutions are having the desired effect and review the Mental Well-being Management Action Plan with the employee if appropriate, noting key changes.

If you have needed to use the Managing Mental Well-being Toolkit to address work related ill- health experienced by employees, you should raise this in future meetings with your manager, in order that possible team or service level stressors can be identified and proactively managed.

3.1.9 When would the Toolkit be inappropriate to manage stress?

Whilst this toolkit is the preferred method of managing work-related stressors and resulting mental ill-health. It is recognised that there may be some occasions when the Toolkit is not appropriate and may serve to create further unnecessary stress for those concerned.

If other management actions are the underlying trigger for the employee's psychological stress, e.g. disciplinary procedures or a suspension, timely resolution of these may prove to be more effective instead of the use of this Toolkit.

In these circumstances, the option of deferring completion of this Toolkit (if still considered relevant by the employee) until after the other management procedures are concluded would be a reasonable course of action.

If in doubt about a way forward, other sources of advice include advice from Human Resources, Occupational Health and Trade Unions.

3.1.10 What if the process does not resolve the employees concerns?

Where the employee is absent from work, and the conclusion of the process described above does not result in a return to work, or the employee continues to raise concerns in relation to health and work, Occupational Health Service referral through the Attendance Management Procedures or as a 'Management Concern' should be made. This **MUST** include a signed copy of the completed MWQ and MWAP.

3.1.11 Ensure continuous Mental Ill-Health Management for junior colleagues?

It is important to assess the impact that workplace mental health related problems could have on the team. Losing one colleague for an extended period with a mental health related illness could have dramatic impact on the workload and morale of the rest of the team.

By taking action to tackle the causes of workplace mental ill-health early, it can help prevent or reduce the impact of these problems on the team and the organisation.

Consider as appropriate, reviewing the last Workplace Mental Wellbeing Survey results for your area of work, (see the full Policy and Procedure for details) to determine whether there is evidence that the issues of concern to the individual employee are wider organisational concerns.

You should use routine management meetings, with senior managers, to discuss the outcome of all MWAPs formulated, and explore the potential need for the use of Focus Groups if systemic organisational difficulties are suspected.

3.2 The Mental Well-Being Questionnaire (MWQ) and Action Plan (MWAP)

3.2.1 General Advice for Managers

Everyone experiences psychological pressure on a daily basis, we actually need it to motivate us and enable us to perform at our best. However, if we experience too much pressure without the opportunity to recover, we may feel unable to cope and stress and reduced mental health well-being may result. The HSE defines stress as,

'An adverse reaction a person has to excessive pressures or other types of demands placed upon them.'

Given an excess of pressure, mental ill-health can therefore happen to anyone, and should not be seen as a weakness. Instead, an individual needs to be helped to deal with these pressures. As any health related impact of stress will vary from one individual to another - and may also vary at different times of our lives - it's important that we learn to recognise mental ill-health and understand what to do to reduce it.

The toolkit recognises the fact that whilst tackling 'personal mental ill-health' is an employee's responsibility, the Town Council has a responsibility to help reduce any mental ill-health factors which may arise during the employment of an employee.

During either 1 to 1 meetings, Performance and Development Reviews, Return to Work Interviews or Attendance Management interviews managers should ask employees if they consider any illness/problem has been caused or made worse by their work duties. In the event of an employee identifying that work may have been influential in causing an absence/problem; Managers should pursue the employee's responses to the Mental Well-being Questionnaire.

The Mental Well-being Questionnaire is based on the HSE advice on work related stress and provides the opportunity for you and the employee to consider appropriate actions to be taken.

In some circumstances your employee may feel conducting the mental ill-health questionnaire process with an officer other than you more appropriate. Your employee should be given the opportunity to raise any concerns about feeling able to engage in a meaningful discussion about their mental ill-health with another manager (possibly your manager). Where such concerns are voiced, alternative management meeting arrangements as described at section 2.3.3 of the procedure should be used.

3.2.2 General Advice for Employees

It would be helpful if you could complete and return 'Part 1' of this mental ill-health questionnaire and the employee response section of Part 2 of the action plan to your manager before your next meeting. This is so that you can discuss the issues raised and it can be used to develop an action plan to deal with any identified stressors. Don't worry if you don't want to/don't manage to complete the questionnaire as your manager and/or representative will talk you through it at the meeting if you would prefer.

If you are in any doubt or want anything explained beforehand please talk to your manager, Town Clerk or Trade Union representative. As a result of this meeting your manager will work with you to produce an action plan that will help, where possible to address the issues that you raise. Possible interventions are provided in section 3.5. Please proceed to Part 1 of the questionnaire.

SEE ATTACHED APPENDIX 1 – MENTAL WELL-BEING QUESTIONNAIRE PARTS 1-3

SEE ATTACHED APPENDIX 2 – MENTAL WELLBEING MANAGEMENT PROCEDURE FLOW CHART

3.4 Stress Management Standards-Summary

The HSE defines the following six elements as the primary triggers for stress. Each one is listed with the 'preferred states' intended to help avoid work related stress. These are simple summaries, more detailed advice on possible interventions, when an employee believes these states are not true for them, is provided at section 3.5.

Change

- Employees indicate that the organisation engages them frequently when undergoing any organisational change
- Systems are in place locally to respond to any individual concerns

Demands

- Employees indicate that they are able to cope with the demands of their jobs
- Systems are in place locally to respond to any individual concerns

Control

- Employees indicate that they are able to have a say about the way that they do their work
- Systems are in place locally to respond to any individual concerns

Support

- Employees indicate that they receive adequate information and support from their colleagues and managers/supervisors
- Systems are in place locally to respond to any individual concerns

Relationships

- Employees indicate that they are not subjected to unacceptable behaviours e.g. bullying at work
- Systems are in place locally to respond to any individual concerns

Role

- Employees indicate that they understand their role and responsibilities
- Systems are in place locally to respond to any individual concerns

3.5 Possible Interventions

When considering the following intervention options, managers should also make full use as necessary of the Stress Management Competency Tool and any associated Management training available through the Town Clerk.

3.5.1 Demands

- Hold regular team meetings/1-1 meetings to discuss the anticipated workload for the forthcoming week(s)
- Develop personal work plans to ensure staff know what their job involves
- Allocate sufficient resources for staff to be able to do their jobs (time, equipment etc)
- Provide adequate training (formal or informal) and resources to help staff prioritise, or provide information on how they can seek help if they have conflicting priorities
- Consider changes to start and end times to help employees cope with pressures external to the organisation (e.g. child care, commuting etc)
- Allow regular breaks, especially when the work is complex or emotionally demanding
- Provide realistic deadlines
- Don't ask people to do tasks they are not trained to do

3.5.2 Control

- Agree systems that enable staff to have a say over the way their work is organised or undertaken, e.g. through project meetings, 1-1, performance appraisals
- Hold regular discussion forums during the planning stages of projects to talk about the anticipated output and methods of working
- Allocate responsibility to teams to take projects forward:
 - discuss and define teams at the start of a project
 - agree objectives
 - agree roles
 - agree timescales
 - agree provision of managerial support, e.g. through regular progress meetings
- Talk about the skills people have and if they believe they are able to use these to good effect. How else would they like to use their skills?
- Allow and encourage staff to participate in decision making
- Allow staff some control over the pace of their work

3.5.3 Support

- Hold regular 1-1/team meetings to discuss emerging issues or pressures
- Include 'work related mental ill-health/emerging pressures' as a standing item for staff meetings and/or performance appraisals
- Ask how employees would like to access managerial support - 'open door' policies, agreed times when managers are able to discuss emerging pressures, etc
- Use flexibility in the workplace procedures to enable staff to cope with domestic commitments

- Develop training arrangements and refresher sessions to ensure training and competencies are up-to-date and appropriate for the core functions of employees' jobs
- Talk about ways the organisation could provide support if someone is experiencing problems outside of work
- Ensure that staff receive sufficient training to undertake the core functions of their job
- Provide opportunities for career development

3.5.4 Relationships

- Communicate and display the councils policy's for dealing with unacceptable behaviour e.g. bullying and harassment, grievance, discipline procedures.
- Highlight the councils confidential reporting code to enable the reporting of unacceptable behaviour
- Select or build teams which have the right blend of expertise and experience for new projects
- Provide training to help staff deal with and defuse difficult situations
- Encourage good communication and provide appropriate training to aid skill development e.g. listening skills, confidence building etc
- Discuss how individuals work together and how they can build positive relationships
- Identify ways to celebrate success e.g. informal lunches/wash-up meetings at the end of the project
- Create a culture where colleagues trust and encourage each other
- Agree which behaviours are unacceptable and ensure that people are aware of these

3.5.5 Role

- Hold regular team meetings/1-1 meetings to ensure that individuals are clear about their role and know what is planned for the coming months
- Agree specific standards of performance for jobs and individual tasks and review periodically
- Introduce or revise job descriptions to help ensure that the core functions and priorities of the post are clear
- Ensure all new staff receive a thorough induction and that all members of the team understand the roles and responsibilities of the new recruit
- Define work structures clearly, so that all team members know who is doing what, and why

3.5.6 Change

- Ensure all staff are aware of why the change is happening - agree a system for doing this
- Define and explain the key steps of the change. Ensure employee consultation is a key element of the programme
- Agree methods of communicating e.g. meetings, notice boards, letters, emails and the frequency e.g. weekly, monthly etc
- Ensure that staff are aware of the impact of the change on their jobs
- Involve staff in discussions about how jobs might be developed and changed. Review team and individual work plans after the change to ensure team and individual objectives are clear

- Explain what the organisation wants to achieve and why it is essential that the change(s) takes place

SEE ATTACHED APENDIX 3 - MENTAL HEALTH PROBLEMS: AN EMPLOYEE GUIDE

3.6 Equality and Diversity

The Town Council's vision is of an Altogether Better Durham comprising of 2 key components of an Altogether Better Place which is Altogether Better for People. Within this vision are three key equality objectives, set out in the Single Equality Scheme, to provide high quality accessible services to all, be a diverse organisation and work with others to promote equality countywide. These objectives apply both in the delivery of services and in relation to council employment practices. The Council is committed to including equalities in everything that it does. This includes the elimination of unlawful discrimination, promoting diversity as a positive force and valuing and celebrating a diverse workforce and community.

An equality impact assessment has been carried out in the preparation of this guidance document and the assessment will be reviewed on an on-going basis.

3.7 Alternative Formats

Where any alternative format is required, any initial enquiry should be made through your manager

3.8 Forms

Forms relating to this policy and procedure will be downloadable from the Intranet. Sample forms are included at the back of this document for information purposes only.

3.9 Further Information

If you would like any further advice on this document, you can contact the Town Clerk using the contact details below:

Stanley Town Council
Civic Hall
Front Street
Stanley
DH9 0NA

01207 299 109
alan.shaw@stanley-tc.gov.uk

Item 10 – ATTACHMENT I

Policy Working Group Minutes

11th March 2019

Present: Cllr G Binney
Cllr L Timbey

Officers: A Shaw (Town Clerk)
A Tubman (Deputy TC)

The group nominated Cllr L Timbey as Chairman

1. Report of the Internal Auditor – Internal Control

Members considered the work instructions which have been prepared relating to the Civic Hall on Maintenance of Floats and Preparation of rotas.

Agreed: that the format is ok - should have a version number and date added to the footer for version control.

Action: The other outstanding work instructions should be prepared and all copied to the Internal Auditor in reference to his report.

Action: Members would like to see the induction and training material for new casual staff because concerns have been raised about the professionalism of casual staff working in the bar - using too familiar language or not appearing to know what products were stocked or where to find them.

2. Review of Specific Policies

Members reviewed the following policies:

Attendance Management Policy
Disciplinary Policy
Code of Values, Behaviours and Conduct
Managing Employee Performance
Resolution Policy
Mental Wellbeing Toolkit

Members identified some errors/ areas which required clarification or where the DCC structure was reflected in the localised policy. In line with the directive of the Finance Committee, the flexi-time policy will be deferred until Council has considered the core policies.

Agreed: Subject to amendment, the policies should be put before Full Council with a **RECOMMENDATION** that they are adopted.

3. Priorities (Actions) Review

The group reviewed progress against the objectives set at the previous meeting:

Action	Who	When	Comments
Budgetary Control - Group to be provided a copy of the spreadsheet created to monitor income/ expenditure for individual events	AS	Jan 19	Required so the group can assess whether the spreadsheet meets the recommendations of the internal auditor DONE
Bookings - A work Instruction to be drawn up to inform staff what bookings can be made without express authority from Council	AS/ JH	Jan 19	To ensure there is a written instruction about the booking of acts on splits/ guarantees and appropriate levels of authority are sought. Outstanding but instruction has been given to take on no bookings on a split or guarantee without express permission of TC
Work Instructions to be drawn up for: <ul style="list-style-type: none"> • Cashing up of tills/ Maintenance of floats • Collection and Banking of Income • Drawing up of rotes and timesheets 	JH/DC	Jan 19	To ensure there is consistency and auditability of these key activities 2 done 1 outstanding
Appraisals - to ensure all staff are given appraisals and monthly supervision meetings	AS/ JH	April 19	Top level activity plan to be signed off by Council in January 19 to be cascaded to staff Policy to be approved
Specific Policies: <ul style="list-style-type: none"> • Sickness Management • Appraisal & Supervision 	AS	Jan 19	Copies of DCC policies to be obtained under SLA and adapted for STC purposes. DONE
Gaps in Framework to be addressed: <ul style="list-style-type: none"> • Disciplinary & Grievance Policy • Flexi-Time Policy • Vehicle checks • Use of Council Resources 	AS	Jan 19	Copies of DCC policies to be obtained under SLA for consideration by group. DONE

3. Future work

- (i) Now that the urgent policy gaps have addressed been the Deputy TC is to review the existing policy framework and bring forward a proposed timetable to review the policies, beginning with the oldest to ensure the full policy framework is reviewed and developed.
- (ii) Can the insurance schedule be checked to ensure that the van is covered and correctly described on the policy

6. Date of next meeting

26th April 2019 @10.30 am

Events Working Group Minutes

14th March 2019

Present: Cllr M Davinson
Cllr J Pallas
S Hillary

Officers: A Shaw (Town Clerk)
A Tubman (Deputy Town Clerk)
J Harper (Operations Manager)

1. Miners Sunday

Scott Hillary advised he had been in negotiation with providers of the rides and shows to get overall package in on budget.

It was agreed that the Civic Hall Coffee shop should be opened for trade on the day of the event.

2. Play in the Park

SAG applications are all in.

Site visit to NDA to be arranged for Alan T and Scott

Banners and flyers to go out at locations and on facebook as soon as possible

3. Armed Forces Day

Scott has met with Arthur Lockwood who has been in discussion with contacts he has at Catterick and in the DLI Association.

Kevan Jones has written to the Minister for Defence on our behalf in relation to the Armed Forces presence at the event.

4. Date of Next Meeting

29th March @ 10.30 am

Civic Hall Working Group

Minutes

19th March 2019

Present: Cllr A Clegg
Cllr H Clark
Cllr B Nair
Cllr D Marshall

Officers: A Shaw (Town Clerk)
A Tubman (Deputy Town Clerk)
J Harper (Community Development Manager)

1. Marketing/ Comms Plan

Bryn Lyttleton presented his proposals for raising the profile of the Civic Hall. The group agreed that it was necessary to make the wider public aware of the wider offer of the Civic Hall and building a website and some marketing leaflets will support that aim.

It is proposed to produce 2 leaflets - one a Z fold leaflet designed to illustrate the multi use potential of the building for room hires/ parties and the other a specialist brochure to promote use of the building as a wedding venue.

The design collateral from the production of these two leaflets can then be used to build a static website and social media campaign.

2. Actions Update

The group reviewed progress against the objectives set in the previous 2 meetings.

- (i) **Breakdown of Events.** David Marshall asked to see a single sheet evaluation of each event in future rather than a spreadsheet. Dawn advised him that every file created since October has an evaluation sheet in which details all the costs of everything which is required for each event.

Action: Dawn to circulate the evaluation sheets for future events to members of the group for review

- (ii) **Occupancy.** The Home ticketing system is capable of recording diary bookings for all the rooms and producing reports. Training has been provided to relevant staff who have back entered 12 months of booking data to enable the production of reports.

Actions: Dawn to circulate copies of reports to members of the group for review
The bookings diary needs to be transitioned from hard copy to using the electronic booking system routinely

- (iii) **Cinema. Action:** Officers to produce a proposed programme and suggestion for launch event in conjunction with Creo and circulate to group for comment.

3. Other Business

- (i) There should be at least a monthly meeting of the group to progress actions
- (ii) Next meeting will be to consider Structure, Maintenance and layout of the building and discuss priorities.

(iii) Date of next meeting 3rd April 2019 @ 10.30 am

Hello Stanley Town Council

We are Creo.

Thank you for giving us the chance to share some ideas on how we can help you grow the reputation and awareness of Stanley Civic Hall...

We have broken the project up into digital, hard copy material and social media-friendly content.

In this project, Creo will not only develop a style and tone of voice for Stanley Civic Hall's marketing output, we will also set the standard by which all further marketing collateral is delivered.

What is required...

A definitive style is essential – something that will carry across all marketing material.

It must speak to a number of specific audiences to inform and excite potential users.

Currently, there is little-to-no marketing material, we would address that with a:

- Civic Hall Z-fold leaflet – highlighting the occasions and events catered for
- Wedding brochure – a glossy showcase of the venue, events and offer
- A website – a primary digital 'landing point' around which social activity revolves.

Civic Hall brochure...

We will create a Civic Hall z-fold brochure that will also be accessible digitally and can be “chunked up” for both traditional and online advertising.

It will set the standard for ongoing marketing collateral, creating a style, colour-palette and tone of voice for all future material.

It will also provide us with a suite of material (illustrations/photography, depending on which way we proceed) that can be used across all marketing and digital material.

The Z-fold brochure will be over 12-pages, featuring...

Front page – theatrical image of a Civic Hall sign in lights, Stanley silhouetted behind

Each page and the one facing it will feature an image opposite a description of the offer, for (this list is not definitive):

- Sports awards
- Kids’ parties
- Corporate events
- Cinema
- Theatre
- MMA

Back page – a map and contact details for the Civic Hall.

Costs...

Design - £300

Copywriting - £100

Print – £210(based on print run of 1,000, 594mm x 210mm full colour, on 115gsm silk, concertina fold, pack and deliver)

Purchase of images/illustration - £200/£450 (TBC – Sean Collins illustrations?)

Wedding brochure...

We will create a bespoke twelve or eight-page brochure using current photographic collateral and stock imagery, to establish the Civic Hall as a wedding venue.

Creo will also highlight the bespoke offer of the venue, utilising the stage and seating of the Alun Armstrong Theatre to showcase cinema weddings and theatrical receptions.

The brochure will be high-end and glossy, but won't shy away from hitting a specific "target audience", who would be likely attracted to the venue on grounds of cost, accessibility, simplicity and locality.

We would approach the layout of the brochure as you would planning a wedding:

- A wedding celebration to remember
- Preparing a menu
- Drinks in the house
- A fitting reception
- Party planning

Costs...

Design - £400

Copywriting - £100

Print - £1,300 (based on print x1,000/ Format: Credit 6 x 3/ Covers: Credit (85 x 54mm)/ Inserts: 300 x 234mm/ Print Type: Litho/ Finishing: Covers: Gloss laminate/ Material: Cover: 300gsm single-side board/ Insert: 80gsm uncoated/ Packing)

Purchase of images/photography - £200/£360 (TBC)

Website...

A simple, clean website to attract interest and provide a digital platform for newly-created marketing material and a focus for social media activity. Split into three distinct sections:

- **Cinema**

Details on County Durham's newest and best independent cinema. Creo will also support with ongoing creative for:

- Bond Weekends
- Valentine's Day RomCom Marathon
- Christmas Movie Week

- **Civic Hall**

Your online showcase for:

- Shows/ Events
- Kids Parties
- Corporate offer – book your room

▪ Weddings

Plan your perfect day:

- Images of the dressed venue
- Wedding Calculator – drinks, catering, floral packages etc.
- Bespoke weddings – let us help you plan something “a bit different”

Website cont...

Creo would also outline the history of the venue, its association with the Town Council and importance to Stanley.

We will build an area for reviews/blogs for events, as well as news and other material.

We could build a “Wedding Calculator” - a tick-box list where visitors key in their “wants”, such as catering, “LOVE” letter hire, DJ etc. and receive an approximate cost – this can also then be emailed to the venue for a follow-up meeting.

Online room hire – use the site to check rooms and reservations. Browsers would be directed to the Civic Hall team or we could investigate cost of online booking system, if preferred.

We would also ensure all security on site was water tight, with plug-ins putting a virtual padlock on customer bank details.

Cost...

We will work with Stanley Town Council to keep costs as low as possible, but we will have to source specific development costs for some areas (such as online room hire and building the wedding calculator), but we do estimate a considerable design and build commitment from our Creative team of around **12-14 days**, which would equate to around **£4,800 and £5,600+VAT**, but as a retained client, we would deliver the website for: **£4,500+VAT**

FULL COUNCIL ACTION LOG - Updated 20-3-19

Meeting Date	Minute Ref	Lead Officer	Agenda Item	Action	Date Complete	Notes
26.02.19	237(ii)	Alan Tubman/ James Harper	Recommendations of Committee	Install South Moor Miners Banner in case on CH stairwell		Not due until August
22.01.19	212	Alan Tubman	Staff Recruitment	Review JD and job role of Finance Officer		DTC has been gaining understanding of the existing role and will prepare a report for Finance Cttee in March 2019
27.11.18	178	Alan Shaw	Grant Funding	Establish a Stanley Fund in partnership with CDCF		Initial meeting with Michelle Cooper to be arranged. Terms of Reference on Agenda for 26/2/19. Fund to be launched on 22.3.19
27.11.18	180	James Harper	Civic Hall Cinema	Re-instate Cinema capability in Civic Hall	Feb 19	Supplier has been instructed, install scheduled to be completed by end of Feb 19. Screen and Projector Installed, Civic Working Group to consider programme at next meeting on March 15th
27.11.18	180	Alan Shaw	Free use of Civic Hall	Waive fees to local theatre groups, establish budget within STC budgets to allow CH Hall to recharge free hires granted by Council, make sure budget exists in future years	10.1.19	All the required changes are reflected in the budget presented for approval at the meeting on 22.1.19
27.11.18	183	Alan Shaw	Strategic Grant Fund	Update STC Grant policy to reflect change to Strategic Grant Fund		Meeting held with Cllr C Marhsall on 9/1/19; draft policy has been prepared for consideration by Finance Cttee in Feb 19
27.11.18	184	Alan Shaw	War Memorials/ Remembrance Events	Review to be done of memorials and remembrance events in the Town and recommendations brought back to Council for consideration.	March 2019	Council decision was to bring this back for Jan 19 but initial meeting to scope have not yet been held - needs to be progressed. Meeting held with Cllr D Marshall to develop scope for project - DTC to bring report to Finance in March.
23.10.18	148	Alan Shaw	Staffing Matter	Task the internal auditor to review all Town Council policies	13/12/18	Internal Auditor has been tasked and has examined existing policies and interviewed staff as appropriate. A report from the auditor will be submitted initially to the Policy Working Group. Report has been submitted and examined by Policy Group - Recommendations of the Group are on the agenda for 22/1/19
23.10.18	144	Alan Shaw	Heritage Plaque	Recognise Matthew Kirtley under the heritage plaque scheme.		Suitable site to be identified for the location of the heritage plaque and reported to Committee for approval. Site meeting held on 3/12/18 and request sent to Highways concerning Land Ownership. Needs to be chased - however May is a significant anniversary for Kirtly so this might be the optimum time to install the plaque.
25.09.18	112	Alan Shaw/ James Harper	Beacons of Light	Implement the Beacons of Light proposal and come back to Council with siting recommendations	1/11/18	The Beacon Brasier is being fabricated and ground works required carried out. Meeting has been held with AH Events and Creo and the programme for the event is being finalised. Done. Event held on 11.11.18
25.09.18	110	Alan Shaw	Fireworks	Arrange payment of funding for Stanley Events Fireworks event	17/10/18	Done
25.09.18	107	Alan Shaw	CLLD Update	Written report to be circulated	12/12/18	Needs to be followed up. Gemma Dobson has been invited to Finance Cttee in December and has stated she will attend. CLLD Officer gave a report to Finance Cttee on 12/12/18
13.08.18	84	Alan Shaw	Staffing Matters	Implement the staffing structure and advertise for the Deputy Town Clerk at the earliest available opportunity	1/10/18	Structure in place - DTC Job out to advert
24.07.18	76	Alan Shaw	Civic Hall	Media Consultants to be engaged to produce marketing material for weddings and corporate events		Meeting has been held with Creo and initial ideas discussed - follow up meeting with draft artwork has been arranged for w/c 22.10.18. Meeting scheduled with CREO on 16/1/19. Further meeting to be arranged with members of CH Working Group. On agenda for 26.3.19
24.07.18	76	Alan Shaw	Civic Hall	Pantomime details and costs to be brought to budget setting process for 2019/20.		This needs to be fed into the Civic Hall Working Group process. No budgets have been allocated internally for pantomime. Inviting a third party to host a pantomime may be the only option in the short term. Considered by CH Working Group on 19.3.19
27.03.18	301	Alan Shaw	12 - Civic Hall Fees and Charges	Implement new fees and charges for 2018/19		New fees agreed by Council on 27/3/18 and implemented
27.03.18	300	Alan Shaw	11 - Draft SLA for Warden Service	Negotiate service with DCC		Meeting held with DCC, Spec is agreed and rollout of service is planned for Mid July
27.03.18	299	Alan Shaw	10 - Events Specification	Move forward and advertise for partners to bring bids to Council		Uploaded to Contract Finder website. Deadline for submissions is 19th May 2018. Submissions received, report and decision pending

Item 13 - ATTACHMENT N

Meeting Date	Minute Ref	Lead Officer	Agenda Item	Action	Date Complete	Notes
27.03.18	296	Nicola James & Alan Shaw	7 - Recommendations of Committee Meetings	Inform grant applicants of decisions, send offer letter and arrange for payment		Nicola informed applicants 29.03.18 Offer letters to follow
13.03.18	265	James Harper	12 - Louisa Morrison Memorial	Apply for faculty to have the memorial stone moved to the Louisa site in Stanley		Consultation period for faculty application expires on 26/4/18 and will be submitted. Awaiting the outcome of the faculty application
13.03.18	263	Alan Tubman	10 - War Memorial	Working Group to be convened to identify whether there is public support.		Request for meeting with working group sent on 18-3-18, no meeting yet arranged, to be re-sent. This has been re-allocated to the DTC, who will pick this up with the other war memorial project from November 2018.
13.03.18	261	James Harper	8 - Events Specification	Assessment criteria to be added to and revised spec submitted to Council on 27.03.18		Spec agreed on 27/3/18
23.01.18	252	Alan Shaw	13 - Budget and Precept (Part B)	Implement staffing structure (including wardens service and TUPE of GWNE staff)	01.10.18	Staff meetings held between 24.01.18 and 29.01.18. Initial meetings held with HR advisor on 31.01.18. Outline of the restructure process circulated to members on 9.2.18. Initial drafts of new JDs done 6.2.18. Discussions with HR re: JDs on-going. Context statement and JDs on Agenda for 24th April for approval. Coffee shop staff given notice and due to finish on 10th May 2018. GWNE staff have been transferred. Staff consultation due to begin for implementation. Restructure to be implemented on 1st October 2018 and advert for Deputy Town Clerk published
23.01.18	250	Alan Shaw	10 - Budget and Precept (Part A)	Submit precept demand	24.01.18	Done
23.01.18	249	James Harper	9 - Stanley in Bloom	Jointly manage the Stanley In Bloom campaign with DCC		Meeting held with DCC on 16.2.18. Report to be brought to P&I Committee for 13.3.18. Report to be submitted to P&I in May. Decision taken to defer to 2019/20
23.01.18	248	Alan Shaw/ James Harper	8 - Recommendations of Committee Meetings	Environmental Cleanup team to be brought in house		Meeting held with Groundwork and notice given. Work underway to secure lease vehicles and uniform and to agree inventory of equipment for transfer. Premises and storage issue outstanding. Staff TUPEd across on 23rd April
23.01.18	248	Alan Shaw	8 - Recommendations of Committee Meetings	Police Cars - to be forward funded over three years	16.03.18	Invoice received and process for lease of vehicles
23.01.18	248	Alan Shaw	8 - Recommendations of Committee Meetings	Stars YC - Detailed plan to be submitted before the end of the financial year	25/9/18	Requested update on 16-3-18 and chased on 18-4-18. Further request sent on 19th September.This was reported to Council on 25/9/18
28.11.17	187	Alan Shaw	8 - Recommendations of Committee Meetings	Dying to work Policy. Implement Policy and contact TUC to publicise	7.11.18	Initial contact made with TUC date to be arranged for publicity. Emails sent to Beth Farhat on 11/9 and 18/9 to try and get date organised. Several attempts have been made to arrange a date with the TUC Regional secretary. Completed in November 2018
07.11.17	154	Alan Shaw	5 - Request from the Just for Women Centre	The Town Council will seek to purchase the property at no more than the maximum price agreed		Building purchased. JFW have occupied
24.10.17	148	Alan Shaw	11 - Stanley Council Offices	Notify DCC that the Town Council intends to withdraw from the purchase of the building on the current terms	30.10.17	Done
24.10.17	148	Alan Shaw	11 - Stanley Council Offices	Liaise with DCC and express our desire to see the building restored in the medium term, with a focus on the use of the building as a heritage asset for the town		To be actioned following restructure (13.03.18)
24.10.17	148		11 - Stanley Council Offices	Research into possible sources of funding, with the assistance of suitably qualified and experienced fund raisers who can identify sources and prepare bids for external funding		To be actioned following restructure (13.03.18)
24.10.17	145	Alan Shaw	8 - Medium Term Plan	In consultation with the Chairman of Finance, prepare an outline 3 year delivery timeline and indicative budget estimates for the delivery of the plan	28.11.17	Done
24.10.17	144	Alan Shaw	7 - Recommendations of Finance & Governance	Adapt the Cirencester Standing Orders and amend our own SO's accordingly	24.10.17	Done
24.10.17	140	Nicola James	3 - Town Mayors Announcements	Date for OAP Christmas Dinner to be emailed to Members	10.11.17	Done
26.09.17	120	Alan Shaw	11 - Civic Regalia	The Town Clerk look into the costs for purchasing Civic Regalia for the Town Mayor's consort and the Deputy Town Mayor and report findings to FC	28.08.18	Quotes have been obtained for Civic Regalia and passed to the Leader/ Mayor for consideration.

Item 13 - ATTACHMENT N

Meeting Date	Minute Ref	Lead Officer	Agenda Item	Action	Date Complete	Notes
26.09.17	118	James Harper	9 - Recommendations of Projects & Initiatives	Christmas - Officers be instructed to deliver the event in line with that outlined in the draft specification	6.12.17	Event delivered in accordance with spec
26.09.17	118	Alan Shaw	9 - Recommendations of Finance & Governance	MIF Policy - A working group be established to review the current policy and bring recommendations to FC	24.10.17	Policy reviewed and amended
26.09.17	118	James Harper	9 - Recommendations of Finance & Governance	DBS Checks - Council should implement a policy of compulsory DBS checks for elected members in line with DCC policy and ID cards be purchased for members and staff	23.10.18	Outstanding - Tasked J Harper with delivery 12.2.18. Since the Council meeting on 25/9/18, The Clerk has contacted an umbrella organisation, taken advice from DCC Legal Services and asked other Durham TCs in the network if they have had checks. It is not permissible for STC members to have enhanced DBS checks in their capacity as elected members. The role is ineligible. Standard checks could be requested for members. Matter discontinued after report to Council in October
26.09.17	118	Nicola James	9 - Recommendations of Finance & Governance	ID Cards to be purchased for members and staff		Done
25.07.17	76	Alan Shaw/ James Harper	7 - Recommendations of Projects & Initiatives	Louisa Memorial - DCC should be asked for a licence to have the stone relocated to Annfield Plain Park		Permissions have been obtained for both locations, however the matter is still not resolved. On agenda for 27.2.18
25.07.17	76	James Harper	7 - Recommendations of Projects & Initiatives	Armed Forces Day - 2018 planning should begin immediately		Ongoing.
25.07.17	76	James Harper	7 - Recommendations of Projects & Initiatives	Christmas - A specification should be produced for the Christmas Light switch on event and that bids are invited from outside providers		Draft spec on agenda for 27.2.18
27.06.17	45	James Harper	7 - Recommendations of Projects & Initiatives	The two surplus tractors be donated to Beamish FC and Annfield Plain FC	23.11.17	Both tractors handed over.
27.06.17	45	Alan Shaw	7 - Recommendations of Projects & Initiatives	An extra-ordinary meeting of Council be scheduled to consider medium term planning in detail		Meeting was not held , MTP was completed through P&I process in November 2017.