

---

**Report to Partnership and Performance Committee**

---

**Date of Meeting: 22<sup>nd</sup> November 2018**

---

**Subject: HR Services Policies**

---

**Report by: Strategic Director, Partnership and Performance**

---

**1.0 Purpose**

- 1.1. This paper seeks Committee approval of the revised Secondment procedure as well the Corporate Learning & Development, Occupational Health and Employee Mental Health policies and procedures.
- 1.2. All the policies and procedures have been developed by a management and trade union policy group.
- 1.3. It is intended that these policies and associated procedures shall apply to all Council staff.

**2.0 Recommendations**

- 2.1. It is recommended that Committee agrees the following policies and procedures:
  - 2.1.1 Secondment Policy & Procedure
  - 2.1.2 Corporate Learning and Development Procedure
  - 2.1.3 Occupational Health Policy
  - 2.1.4 Employee Mental Health Policy

**3.0 Considerations**

- 3.1. HR Services continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the policy group which comprises representatives from management and Trade Unions meet regularly to review and agree proposed policies and procedures.
- 3.3. The policy on Secondments was developed to provide clearer and more comprehensive guidance building on the current guidelines in place. It outlines for managers and employees the process to be followed regarding secondments internally and externally. It clearly outlines how secondments should be managed along with the important considerations that managers and employees should take.

- 3.4 The policy on Corporate Learning and Development was developed as no such policy existed previously. It clearly sets out the minimum standards managers and staff are expected to take when considering the training and development requirements of their staff members. It also provides clear guidance to all of what their role is in relation to Learning and Development.
- 3.5 The Occupational Health policy was developed to provide employees with an understanding of the different services on offer through Occupational Health. It also provides guidance on employees' rights and responsibilities in accessing these services.
- 3.6 The Employee Mental Health policy was developed to help managers and employees understand the range of supports available to them. It also outlines the expectation for managers to be proactive in managing the risks from workplace issues which may cause mental illness.

#### 4.0 Sustainability Implications

- 4.1. There are no sustainability implications arising from this report.

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

- 5.2. There are no financial implications arising from the recommendations set out in the report.

##### 5.3. Staffing

- 5.4. There are no implications of additional staff resource arising from the recommendations set out in this report.

#### 6.0 Exempt Reports

- 6.1. Is this report exempt?    Yes  (please detail the reasons for exemption below)    No **X**

#### 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box )

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

**8.0 Equalities Impact**

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes  No

**9.0 Legality**

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

**10.0 Appendices**

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1a,b - Secondment Policy and Procedure

Appendix 2a,b - Corporate Learning & Development Policy and Procedure

Appendix 3 - Occupational Health

Appendix 4 - Employee Mental Health

**11.0 Background Papers**

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Diana Kerr	HR Business Partner	2180

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	
Nikki Bridle	Chief Executive	



**Appendix 1a**



# SECONDMENT POLICY

Date: June 2018

Version: 0.3

## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Secondment Policy
<b>Date Issued:</b>	<u>January 2018</u>
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.3
<b>Document Type:</b>	Policy draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Diana Kerr
<b>Owner:</b>	Stephen Coulter
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	
<b>Contact:</b>	<u>Diana Kerr x2180</u>

### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
0.1	January 2018	Draft.	D.K	N/A
0.2	April 2018	Grammatical correction, Addition on processing personal data.	D.K	N/A
0.3	June 2018	Typo amended following policy group as well as amendments to section 2.4.	D.K	N/A

## **SECONDMENT POLICY**

### **1. General Introduction**

- 1.1. Clackmannanshire Council recognises the need for secondments both internally and externally.
- 1.2. Secondments are recognised by the Council as a means of strengthening partner relationships, knowledge sharing and continuous professional development.

### **2. Policy Statement**

- 2.1. Clackmannanshire Council is committed to being a fair employer and will reasonably consider all requests for secondments internally and externally.
- 2.2. Any agreements should primarily be in the overall interests to the Council and in line with service requirements.
- 2.3. Approval will in most instances normally be for secondments no shorter than 3 months but not longer than 2 years in duration. Although, with agreement this can be for a longer period.
- 2.4. This policy applies to all staff within the Council.
- 2.5. The Council processes personal data collected during a secondment in accordance with its Data Protection Policy. In particular, data collected as part of the secondment process is held securely and accessed by, and disclosed to appropriate individuals in the management of the secondee and secondment process. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

### 3. Monitoring and Review

3.1. HR will monitor the effectiveness of the policy on an ongoing basis.

Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

Policy Name	Secondment Policy
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQIA complete	N/A
Date Approved	
Review Date	



**Appendix 1b**



# **SECONDMENT PROCEDURE**

Date: June 2018

Version: 0.3

## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Secondment Procedure
<b>Date Issued:</b>	<u>January 2018</u>
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.3
<b>Document Type:</b>	Procedure Draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Diana Kerr
<b>Owner:</b>	Stephen Coulter
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	
<b>Contact:</b>	<u>Chris Alliston x2184</u>

### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
0.1	January 2018	Draft	D.K.	N/A
0.2	April 2018	Amendments made following HR team review	D.K	N/A
0.3	June 2018	Amendments made following policy group regarding appropriate officer approval level. Amendment also made to pension area of procedure.	D.K	N/A

## **SECONDMENT PROCEDURE**

### **1. Introduction**

- 1.1. Clackmannanshire Council recognises the mutual benefits in supporting, where possible, secondments both internally and externally.
- 1.2. Secondments externally are most likely to occur with partnership organisations such as the NHS, Police Scotland, Scottish Government and any other appropriate organisation taking into consideration service requirements.
- 1.3. Clackmannanshire Council defines a secondment as, “an employee temporarily transferring to another section/service or organisation for a defined period, specific purpose and with the agreement of all parties.”
- 1.4. Employees should ensure that they have prior agreement from the relevant Chief Officer that the Council can support a secondment before applying for one with an external partnership organisation or otherwise.
- 1.5. Where a secondment is agreed this should be supported by a secondment agreement and have an identifiable end date.
- 1.6. An unsigned secondment agreement may delay the start date of any agreed secondment.

### **2. Responsibilities**

- 2.1. The appropriate Chief Officer has overall responsibility for approving secondments taking into consideration any budget implications.
- 2.2. HR will be responsible for issuing secondment agreements where agreed and approved.
- 2.3. Line managers should evaluate the rationale behind the appointment of a secondee prior to making any decisions. Line managers will also be responsible for managing the secondee in line with the associated secondment procedure.
- 2.4. Staff have a responsibility to ensure that where seconded they understand and work to the host organisation's specific conditions regarding hours of work, flexitime and holiday arrangements such as holiday leave year.

### **3. Internal Secondment Opportunities**

3.1. Any employee wishing to apply for a secondment must do so with the permission of their current line manager. All requests will be considered on the outlined criteria:

- The exigencies of the service
- The potential for securing a backfilling resource
- The employee's professional development

3.2. Internal recruitment into any post will be in line with the Council's Recruitment and Selection Policy and Procedure.

3.3. A line manager from the host service/team should ensure they meet with the member of staff on commencement of the secondment and undertake appropriate induction arrangements.

3.4. During the secondment contact should be maintained with the substantive service, this is a joint responsibility with the secondee and their substantive line manager.

### **4. External Secondment Opportunities**

4.1. Any employee wishing to apply for an external secondment must do so with the permission of the relevant Chief Officer. All requests will be considered on the outlined criteria:

- The exigencies of the service
- The potential for securing a backfilling resource
- The employee's professional development
- The recruiting body engaging in a secondment agreement

4.2. The secondee will usually work under the normal working arrangements specific to the host organisation. Any variation to this is by agreement at the time of secondment.

4.3. Where an employee undertakes a secondment with an external partner they will be required to meet the host organisations standards regarding conduct but will remain subject to Clackmannanshire Council's formal policies and procedures.

- 4.4. When absent the secondee should follow the absence reporting procedure for the host organisation although it should be noted that sickness allowance and payment will be in line with Council terms and conditions.
- 4.5. The partner organisation will be responsible for advising the Council of any periods of sickness absence.
- 4.6. Procedures for the authorisation of leave will be advised by the host organisation or service, the host organisation will ensure that the Council is updated of leave.
- 4.7. Where an employee is undertaking a secondment to an external partner the secondee will not have a break in their continuous service with the Council.
- 4.8. During secondment the secondee would be subject to any performance review/appraisal operated by the host organisation and during the secondment arrangements must be put in place for feedback on this to be provided to his/her substantive manager for inclusion in the individual's performance review and development (PRD) folder. Where the host organisation has no PRD arrangements in place, a process for regular review and feedback should be agreed by the substantive manager and the host organisation.
- 4.9. Any performance concerns should be discussed with the employee and the host organisation and the substantive line manager should be made aware.
- 4.10. Where there are concerns raised regarding meeting requirements for continuous professional development (CPD) then this should be discussed with the individual and the host organisation.

## **5. Pension**

- 5.1. Employees should seek advice from pensions directly regarding any impact on their pension before undertaking an external secondment.

## **6. Organisational Change and Workforce Management**

- 6.1. In the event of an employee's service undergoing a restructure during the period of their secondment the Council will ensure that that seconded employee is fully consulted.
- 6.2. Employees seconded from another partnership organisation to the Council are entitled to apply for any internal council vacancies.

## **7. Termination of Secondment Arrangements**

- 7.1. Should the secondment be terminated earlier than initially agreed then this should be with reasonable notice which would normally be four weeks to the substantive service/organisation.
- 7.2. Where the employee requests to end their secondment early this will have to be assessed if it can be approved based on service delivery requirements.
- 7.3. Triggers for the early termination of a secondment arrangement may include but are not restricted to:
  - Disciplinary issues
  - Unacceptable levels of absence
  - Performance issues
  - Organisational change

## **8. Conditions of Return After Secondment**

- 8.1. Arrangements should be made to prepare the secondee for a return to their substantive post by updating him/her on any changes to the team and or working arrangements that may have been implemented during their period of secondment.
- 8.2. When the secondment is for 12 months or less and the secondee would normally return to their substantive post on conclusion.
- 8.3. Should the secondment be for a period of longer than 12 months or it is anticipated that cover may be difficult, the secondee would normally return to a comparable post on the same grade and normally within their own service.

8.4. Salary on return will be on the salary for the post the employee left, incorporating the normal salary increments and pay awards during the time of the secondment.

8.5. It should be noted that any agreement for a secondee to return to the same post following a longer secondment needs careful consideration and should be discussed with an HR Business Partner.

## **9. Renewal of Secondment Arrangements.**

9.1. Where there is a need for the secondment arrangement to continue beyond the scheduled end date appropriate approvals should be sought.

9.2. A revised secondment agreement should be issued.

## **10. Responsibilities for Health and Safety**

10.1. Should an employee be seconded to an external partner organisation then that organisation will be responsible for the Employers Liability Insurance and have a duty of care under the relevant Health and Safety legislation for the secondee.

## **11. Backfilling of the Substantive Post**

11.1. Should the substantive service require to backfill the secondee then this should be done in line with the Council Recruitment and Selection Policy/Procedure and relevant approvals sought where appropriate.

## 12. Monitoring and Review

12.1. HR will monitor the effectiveness of the procedures on an on-going basis.  
Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

Policy Name	Secondment Procedure
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQIA complete	N/A
Date Approved	
Review Date	



## Appendix 2a

### **DOCUMENT CONTROL SHEET:**

#### Key Information:

<b>Title:</b>	Corporate Learning and Development Policy
<b>Date Issued:</b>	<u>19/12/2017</u>
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.9
<b>Document Type:</b>	Policy draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Alastair Hair
<b>Owner:</b>	Stephen Coulter
<b>Approver:</b>	Chris Alliston
<b>Approved by and Date:</b>	
<b>Contact:</b>	Alastair Hair x2045

#### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
<u>0.1</u>	<u>01/09/2016</u>	<u>Initial draft</u>	<u>AH</u>	<u>N/A</u>
<u>0.2</u>	<u>18/10/2016</u>	<u>Changes made to reflect comments by CA &amp; SC.</u>	<u>CA</u> <u>SC</u>	<u>Yes</u>
<u>0.3</u>	<u>07/08/2017</u>	<u>Updates based on revised TNA process and guidance</u>	<u>A.H</u>	<u>No</u>
<u>0.4</u>	<u>07/08/2017</u>	<u>CA changes</u>	<u>CA</u>	<u>Yes</u>
<u>0.5</u>	<u>09/08/2017</u>	<u>CA changes accepted</u>	<u>AH</u>	<u>No</u>
<u>0.6</u>	<u>18/12/2017</u>	<u>AH sig. changes reflecting draft of LD procedure document</u>	<u>AH</u>	<u>No</u>
<u>0.7</u>	<u>08/01/2018</u>	<u>CA changes made and accepted</u>	<u>CA</u>	<u>No</u>
<u>0.8</u>	<u>27/07/2018</u>	<u>Amendment to S.4 based on TU comments (equality of opportunity)</u>	<u>AH</u>	<u>No</u>
<u>0.9</u>	<u>11/09/2018</u>	<u>Amendment to S.4 based on Tripartite feedback (line Mang. Responsibility to evaluate)</u>	<u>AH</u>	<u>No</u>

**Approvals:** This document requires the following signed approvals.

<b>Name:</b>	<b>Signature:</b>	<b>Title:</b>	<b>Date:</b>	<b>Version:</b>

**Distribution:** This document has been distributed to

<b>Name:</b>	<b>Title/Service:</b>	<b>Date of issue:</b>	<b>Version:</b>


**Review:**

This Policy will be reviewed every 2 years (or sooner if new legislation is introduced).

## **Corporate Learning and Development Policy**

### **1.0 Introduction**

- 1.1 This Policy outlines Clackmannanshire Council's approach to Corporate Learning and Development.
- 1.2 Learning and Development covers any activity which is designed to develop staff and managers, and help them become more effective in their roles. This covers a range of activities including attendance at events, conferences, on the job training, mentoring / buddying, networking and coaching.
- 1.3 This policy sets out the minimum standards managers and staff are expected to implement when considering the training and development requirements of their staff members.

### **2.0 Policy Statement**

- 2.1 As a Council, we are committed to engaging with and developing our staff effectively.
- 2.2 This policy has been developed in line with this commitment, and reflects our belief in providing a range of training opportunities to all our employees regardless of grade, role, work location, or employment basis, in order to support the provision of effective services for the citizens of Clackmannanshire.

*Learning and development objectives*

- 2.3 Corporate learning and development has the following objectives:
  - To ensure that Clackmannanshire Council has sufficient, experienced, qualified and trained employees to meet its current and future service requirements;
  - To provide training for staff which enables them to perform their current roles effectively, and which allows them to acquire skills relevant to any future roles they may be required to undertake;
  - To provide training which allows staff, and Service areas, to discharge their statutory duties effectively, safely, and responsibly;

- To ensure value for money, and quality training opportunities which meet the learning styles of staff both now, and in the future; and
- To provide equal access to appropriate learning opportunities for all staff.

### **3.0 Minimum Standards**

#### *Induction Process*

- 3.1 A thorough Induction helps both new staff and those changing roles become integrated quickly and have a clear understanding of their role within the Council.
- 3.2 It is also an opportunity for the Council to establish what development activities are required to help new post holders become effective in their role. This might include on-the-job training on systems specific to the department and/or providing an overview of relevant Council policies and procedures.
- 3.3 All staff, regardless of job type or grade, are required to undertake the corporate induction process. Further information on this process can be found in the Employee Induction Handbook, and associated Managers Guide.

#### *Learning accountability*

- 3.4 All employees should be encouraged to take accountability of their own learning journey in order to achieve the outcomes as set out in our core values.
- 3.5 Managers will pro-actively encourage the development of employees via use of the Performance, Review and Development (PRD) process, and associated processes.
- 3.6 All employees will be given equal opportunities to develop their career within the Council, supported by their managers and Service leadership.

#### *Essential training requirements*

- 3.7 The following outline the basic, mandatory standard for training and development which the Council expects of all staff, regardless of grade or role.
- 3.8 These training requirements act as a foundation, and it is expected that appropriate Service training requirements will amend, or supplement the following:

<b>Course title</b>	<b>Frequency</b>	<b>Source</b>
Employee Induction	Completed within 3 months of joining	Induction handbook / Clacks Academy
Display Screen Equipment (DSE) Elearning	Completed annually	Clacks Academy Elearning
Display Screen Equipment (DSE) assessment	Each time a desk move takes place	DSE Assessor, or Health & Safety
Prevent	Completed every 2 years	Clacks Academy Elearning / Workshop
Fire Safety Awareness	Completed annually	Clacks Academy Elearning
An introduction to Data Protection	Completed annually	Clacks Academy Elearning
Equality & Diversity	Completed annually	Clacks Academy Elearning
Run, Hide, Tell	Completed annually	Clacks Academy Elearning
Introduction to Information Security	Completed annually	Clacks Academy Elearning

- 3.9 In addition to the standard essential training requirements, it is considered best practice for managers to undertake the following:

<b>Course title</b>	<b>Frequency</b>	<b>Source</b>
PRD Management Workshop	Completed initially and refreshed as required	Clacks Academy
HR Policy Briefings	Completed initially and refreshed as required	Human Resources
Money Laundering	Completed on commencement of role	Clacks Academy Elearning
Social Networking	Completed on commencement of role	Clacks Academy Elearning
Risk Management	Completed initially and refreshed as required	Clacks Academy Elearning
Management Basics Programme	Completed on commencement of role	Clacks Academy Elearning

## 4.0 Roles and Responsibilities

*Chief Officers have a responsibility to:*

- Approve finalised training bids for Council Service Areas;
- Actively promote learning and development opportunities with Service Managers; and
- Ensure that all PRDs are completed annually by managers within their Service areas, in order to capture up to date training requirements.

*Managers have a responsibility to:*

- Ensure equality of opportunity for training amongst staff members
- Evaluate, develop and motivate their staff through the PRD process;
- Agree and submit training requirements on an annual basis;
- Ensure agreed training activities are relevant to Service and Council objectives;
- Provide every new member of staff with an induction;
- Provide every staff member changing role with an induction;
- Discuss L&D needs with staff as part of the PRD process;
- Ensure staff attend pre-arranged training events;
- Evaluate the effectiveness of training events through the PRD process; and
- Make use of alternative low cost L&D models such as Elearning.

*Staff have a responsibility to:*

- Be aware of their own job-related development needs and communicate these through the PRD process;
- Ensure they actively and meaningfully participate in the PRD process; and
- Evaluate the effectiveness of approved training events, and discuss this with Line Management.

*The Council's HR Service has a responsibility to:*

- Drive and pro-actively develop L&D within the Council;
- Provide a low cost, high impact L&D Service to all staff of all grades within the Council;
- Promote and monitor attendance at learning events;
- Assist Managers with the collation of training requirements on an annual basis;
- Oversee the Council's Learning and Development budget, including general oversight of Service allocations and the Corporate Training fund;
- Ensure that learning opportunities are in line with corporate priorities, and workforce planning and business planning strategies; and
- Review and revise this policy as required.

*Union Learning Reps have a responsibility to:*

- support the learning of all employees by providing advice and guidance on any learning issue;
- encourage and support staff to take up learning to help with professional and personal development; and
- ensure that members of staff have equal opportunities to learn.

## **5.0 Evaluation and Monitoring**

5.1 The HR Team will evaluate and report on the effectiveness of corporate training events on a regular basis. This will drive the continual development of courses and resources which are offered to staff.

## **6.0 Processing of Personal Data**

6.1 The Council processes personal data collected as part of the Corporate Learning and Development Policy in accordance with its Data Protection Policy. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this policy.

## **7.0 Monitoring and Review**

7.1 HR shall monitor the effectiveness of this policy on an on going basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

7.2 The Council's HR Team also recognises the need to provide equal access learning opportunities for all staff regardless of religion, gender, disability, marital or family status, political opinion, race, age, sexual orientation, employment status or Trade Union membership status.

Policy name	Corporate Learning and Development Policy
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes
	No X
*If no please provide rationale	
Date full EQAI complete	N/A
Date Approved	
Review Date	

**Appendix 2b**

**DOCUMENT CONTROL SHEET:**

**Key Information:**

<b>Title:</b>	Corporate Learning and Development Procedure
<b>Date Issued:</b>	<u>19/12/2017</u>
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.2
<b>Document Type:</b>	Procedure draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Alastair Hair
<b>Owner:</b>	Stephen Coulter
<b>Approver:</b>	Chris Alliston
<b>Approved by and Date:</b>	
<b>Contact:</b>	Alastair Hair x2045

**Revision History:**

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
<u>0.1</u>	<u>19/12/2017</u>	<u>Initial draft</u>	<u>A.H</u>	<u>N/A</u>
<u>0.2</u>	<u>16/02/2018</u>	<u>Changes made and accepted by CA</u>	<u>CA</u>	<u>No</u>

**Approvals:** This document requires the following signed approvals.

<b>Name:</b>	<b>Signature:</b>	<b>Title:</b>	<b>Date:</b>	<b>Version:</b>

**Distribution:** This document has been distributed to

<b>Name:</b>	<b>Title/Service:</b>	<b>Date of issue:</b>	<b>Version:</b>

**Review:**

This procedure will be reviewed every 2 years (or sooner if new legislation is introduced).

DRAFT



# Corporate Learning and Development Procedure

## 1.0 Delegated budget holders

- 1.1 Each Service within the Council will nominate a budget holder, who will hold responsibility for training funds allocation within that Service area. A list of budget holders will be held and updated via the Council's intranet site.
- 1.2 This named Officer will hold responsibility for management of their Service area's training allocation, providing assurance of training spend, and oversight of any over or underspends.

## 2.0 Training Needs Analysis

- 2.1 Each Service area of the Council will be required to complete a training needs analysis prior to the start of each new financial year.
- 2.2 It is the responsibility of delegated budget holders to submit training needs analysis on time, no later than the commencement of the new financial year. Failure to submit training needs analysis may result in no training allocation being made.
- 2.3 Training captured under the training needs analysis process will be categorised as follows:
  - Legislative requirements*
- 2.4 Services should initially focus their training needs analysis on legislative requirements. Once these requirements have been identified other non-essential training requirements will be considered.
  - Non-legislative requirements*
- 2.5 Non-legislative training captures all other requirements including personal development, essential non-statutory training, attendance at conferences, and blended learning opportunities.
  - Evidencing training requirements*
- 2.6 All training needs analysis should be fully evidenced to provide assurance of the requirement for training, and the proposed cost to the Council.
- 2.7 Corporate Learning and Development may request more information/evidence about specific training requirements where required.

### *Allocation of funds*

- 2.8 Allocation of training funds will be made on a priority basis, with legislative requirements being considered initially. Only once the required legislative funds have been exhausted will a proportional allocation for non-legislative funds be made to each Service area.
- 2.9 Final allocation of funds will be approved by the Council's executive team prior to, or on the commencement of the new financial year.
- 2.10 There is a clear expectation that where legislative training requirements are approved, these are fully met within the financial year.

### *Contract Standing Orders*

- 2.11 Budget holders and Service Management, in both bidding for training and procuring training during the financial year, must remain aware of and comply with the Council's Contract Standing Order at all times.

## **3.0 Training expenses and time off to attend training**

### *Time off duties allocation*

- 3.1 It is considered reasonable that employees are given time off from their usual duties, within working hours, to attend training relevant to their job roles and which has been approved as part of the service area's training needs analysis.
- 3.2 The number of hours / days off required for the purpose of training should be agreed in advance with the employee's Line Manager.
- 3.3 Employees should be granted time off to complete Elearning modules in the same regard as any other type of training event. This includes the use of alternative locations where no PC access is available in the normal course of the employee's duties.

### *Attendance at Courses*

- 3.4 Attendance at a full day course will be classed as a standard working day, and half day courses classed as a standard working half day.
- 3.5 Where blended learning (e.g. Elearning) is offered as a pre-requisite requirement of a course, Line Managers are asked to recognise and facilitate the time off from duties to allow completion as part of normal course attendance.

### *Travel Expenses*

- 3.6 It is expected that Service areas will fund travel expenses for attending training where deemed reasonable, in the line with the Council's Travel and Subsistence Policy.
- 3.7 Both employees and managers have a responsibility to ensure that travel expenses are cost effective and calculated on a 'least cost' basis.
- 3.8 Managers and delegated budget holders have a responsibility to ensure that value for money is assured when approving training events where travel is deemed necessary.

### *Overnight Stays*

- 3.9 Where an overnight stay is required, reasonable costs for accommodation and subsistence will be paid in line with the Council's Travel and Subsistence Policy.

### **4.0 Failure to attend training (Expense-Offsets)**

- 4.1 Where an employee fails to attend a pre-arranged 'in house' training event without prior notice, Corporate Learning and Development reserves the right to issue a chargeback (or 'expense offset') to the employee's Service area.
- 4.2 Chargebacks will be used in order to recoup a proportion of the cost lost in administering and delivering courses in house, or a proportion of the cost lost in procuring training from an external provider.
- 4.3 Chargebacks will be raised according to the proportional per head cost of the training (if procured externally) or at a flat rate if administered and delivered in house.
- 4.4 Chargebacks will be calculated on the following basis:
  - Notification to L&D on the day of the event – Full delegate charge
  - Failure to attend without prior notification to L&D – Full delegate charge
  - Notification to L&D 1-4 working days prior – Full delegate charge if no replacement found
  - Notification to L&D up to and including 5 working days prior – No charge
- 4.5 Use of chargebacks will be reviewed on an annual basis and reported to CMT as part of quarterly Corporate L&D updates.

## 5.0 Financial assistance

- 5.1 As a condition of financial assistance, employees may be required to sign up to an agreement whereby they repay a portion of expenses incurred if they leave the Council within a period of three years after completing training. Details of the circumstances in which this may be required will be made clear before any commitment to training is made, and further information can be found in the Council's *Continuing and Further Education Policy*.

## 6.0 Reimbursement of professional fees

- 6.1 In the course of normal business Corporate Learning and Development will not pay for professional subscriptions or fees required in the undertaking of an individual's role.

## 7.0 Processing of Personal Data

- 7.1 The Council processes personal data collected as part of the Corporate Learning and Development Procedure in accordance with its data protection policy. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this procedure.

## 8.0 Monitoring and Review

- 8.1 HR shall monitor the effectiveness of this procedure on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

Policy name	Corporate Learning & Development Procedure
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes No X
*If no please provide rationale	
Date full EQIA complete	N/A
Date Approved	
Review Date	



**Appendix 3 – Occupational Health**

# **Occupational Health Policy**

August 2018

**DOCUMENT CONTROL SHEET:****Key Information:**

<b>Title:</b>	Occupational Health
<b>Date Issued:</b>	
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.3
<b>Document Type:</b>	Policy draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Seonaid Scott
<b>Owner:</b>	H&S Adviser
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	
<b>Contact:</b>	
<b>File Location:</b>	

**Revision History:**

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
<b><u>0.1</u></b>		<b><u>Draft</u></b>		<b><u>N/A</u></b>
<b><u>0.3</u></b>		<b><u>Changes following Policy Group</u></b>		

**Approvals:** This document requires the following signed approvals.

<b>Name:</b>	<b>Signature:</b>	<b>Title:</b>	<b>Date:</b>	<b>Version:</b>

**Distribution:** This document has been distributed to

<b>Name:</b>	<b>Title/Service:</b>	<b>Date of issue:</b>	<b>Version:</b>

## **1 Policy Statement**

1.1 Clackmannanshire Council recognises its responsibility to ensure the health, safety and welfare of employees. The provisions in this policy will assist the Council to fulfil its obligations under the Health and Safety at Work Act, Control of Substances Hazardous to Health Regulations, Control of Lead at Work Regulations, Control of Noise at Work Regulations, Control of Vibration at Work Regulations, Control of Asbestos at Work Regulations, Management of Health and Safety at Work Regulations, Motor Vehicle Driving Licence Regulations, Working Time Regulations and Confined Space Regulations.

## **2 Introduction**

2.1 Occupational Health is a branch of medicine which specialises in looking at medical conditions and how they interact with work. Practitioners in this field undertake specialist training to ensure they understand the work related implications of ill health.

## **3 Purpose and Scope**

3.1 The aim of the Council's Occupational Health provision is to prevent ill health and promote good health at work. The broad aims are to:

- promote the physical and psychological well-being of employees
- prevent or minimise the risk of illness and injury arising from work activity through health screening and surveillance
- manage sickness absence and return to work plans after illness or injury

## Occupational Health Policy

- consider adjustments which enable staff with disabilities, (either temporary or permanent) to carry out their duties

3.2 This policy applies to all employees of Clackmannanshire Council

## 4 Responsibilities

4.1 Senior Managers (Head of Establishment in Schools) are responsible for:

- Ensuring all work environments with potential health risks requiring health surveillance, are monitored and appropriate action taken.
- Implementing effective monitoring programmes.
- Ensuring relevant employees are aware of Service specific Occupational Health Surveillance and monitoring procedures, and are clear of their role and responsibilities in relation to this.
- Enabling the provision of appropriate training and resources.
- Ensuring Health Surveillance monitoring information is discussed and actioned.

4.2 Line Managers are responsible for:

- Promoting the health, safety and wellbeing of all employees, including the use of risk assessments to identify and manage hazards impacting on both physical and mental health in the workplace.
- The review of operational activities to identify where employees are exposed to occupational health hazards which may require occupational health monitoring and surveillance, and to take appropriate action.
- Ensuring procedures are in place to identify and record all posts where



## Occupational Health Policy

Health Surveillance is necessary, and ensuring employees attend HS appointments as required and that medical advice is implemented timeously.

- Recognising when an Occupational Health referral may be appropriate and ensuring this is progressed through Human Resources.

### 4.3 Employees are responsible for:

- Looking after their general health and wellbeing and seeking medical or other support where necessary.
- Advising their line manager of any illness/disability which affects their ability to attend work or to undertake the duties of their post.
- Raising concerns at an early stage with their line manager if they consider any illness/disability to be connected with their job.
- Attending any appointments, and co-operating fully with the Occupational Health Service provider and other organisations that provide support to the Council and its employees.
- Seek advice and clarification from their line manager of the Health Surveillance requirements of their post.
- Safeguarding their health and safety and that of others by operating safely in accordance with Council Health and Safety related policies.
- Attending all necessary training and briefing sessions as requested, as well as reading communications and guidance from H&S and/or the Occupational Health provider on Health Surveillance.
- Attending all scheduled Occupational Health appointments/reviews

## Occupational Health Policy

### 4.4 Health & Safety Team will ensure:

- All Data Protection Policies are adhered to during delivery of the Occupational Health provision.
- Co-ordinate and monitor the health surveillance programme in conjunction with the Occupational Health provider.
- They liaise closely with the Occupational Health provider and so the level of occupational health provided to the Council is appropriate in regard to expertise and resources to fulfil the Council's occupational health surveillance programme requirements.
- The Occupational Health provider passes on professional advice and guidance on health surveillance to all stakeholders as required.
- Provide regular monitoring information on health surveillance to all stakeholders.
- Appropriate Occupational Health services are procured and contract management arrangements implemented.

### 4.5 Human Resources will ensure:

- A consistent approach is taken across the organisation in relation to Occupational Health referrals.
- All Data Protection Policies are adhered to during delivery of the Occupational Health provision

### 4.6 Trade Union Health and Safety Representatives will ensure:

This is an electronically retained document. All printed copies are uncontrolled. Date and time of document printing: 13/11/2018 11:11:09

## Occupational Health Policy

- Provision of support, advice and guidance with implementation of the Occupational Health provision within services across the organisation.
- Timeously raise any issues in relation to the Occupational Health provision as appropriate.
- Support and assist with review of monitoring information as part of the health surveillance programme.

## 5 Arrangements

### 5.1 Pre-employment Medical

Once a candidate has been offered a new role in the Council, the relevant HR Support Assistant will arrange for the pre-employment health questionnaire to be sent. For existing Council employees, this will only be necessary where there is a material change in the duties that the employee will be undertaking or it has been two years or more since their last Occupational health clearance.

Occupational Health will consider the questionnaire and may phone or ask to see the candidate before providing a report with any advice that the Council should take into account. The HR Support Assistant will receive an email advising whether they are fit, fit with recommendation or not fit to undertake the post. If advice is provided, this will be sent to the Line Manager for action prior to being filed.

The email will be filed in the employee's recruitment papers.

## Occupational Health Policy

If the candidate is unwilling to complete this check, the offer of employment will be withdrawn.

### **5.2 Management Referral**

If an employee meets one of the criteria outlined in the Maximising Attendance policy, the manager should complete the referral form and send this to the relevant HR Business Partner. The HR Business Partner will check the form for completeness/appropriateness, then make arrangements for it to be processed to Occupational Health.

Occupational Health will notify the employee directly of the appointment as well as HR who will notify the manager. The manager should ensure that the employee has received this information well ahead of the scheduled appointment time. The employee has the right to request to reschedule the appointment should it be unsuitable. Any such requests should be made as soon as possible.

If an employee fails to attend their appointment and the manager confirms that advice is still needed, any further appointments will not be made until a cost code has been provided by the relevant service to allow the costs to be recharged. Consistent failure of an employee to attend OH will be considered as misconduct and actioned under the Council's Disciplinary Procedure.

### **5.3 Health Surveillance**

Health Surveillance ensures the early identification of work related health hazards, and ensures that appropriate action is taken to reduce, eliminate or control any

## Occupational Health Policy

risks identified. Some Health Surveillance is carried out due to specific legislation.

Other health surveillance is carried as a result of a risk assessment identifying a particular risk which requires health surveillance to be undertaken. The health surveillance programme may include examining:

- Asbestos Exposure
- Hearing (Audiometry)
- Lung Function (Spirometry)
- Night Worker assessments
- Skin Surveillance
- Upper Limb Function (Hand Arm Vibration Syndrome and Carpal Tunnel)

The Health & Safety Team will maintain the list of health surveillance required in conjunction with the relevant line managers. The Health & Safety Administrator will issue appointment letters to employees and provide relevant details to the Occupational Health provider. The employee must complete any necessary forms prior to attending Health Surveillance appointments.

When the report is issued following a Health Surveillance appointment, the Health & Safety Administrator will prepare the Health Surveillance feedback report and send this with the report from Occupational Health to the relevant manager. The manager should then discuss the results with the employee and ensure that the feedback report is completed and returned to the Health & Safety Team for recording.

If an employee fails to attend their appointment any further appointments will not be made until a cost code has been provided by the relevant service to allow the costs to be recharged. Any further failure to attend in the rolling year without due

## Occupational Health Policy

reason will be considered as misconduct and actioned under the Council's Disciplinary Procedure. One possible consequence of disciplinary action is that an employee may be required to pay for subsequent appointments. Repeated cases of failure to attend may result in the termination of employment if the Council cannot confirm that the employee is fit to continue in their role.

### **5.4 HGV Medicals**

Once employees reach age 45, they require regular medicals in order to keep their HGV Driving licence. This can be arranged through the employees GP or Occupational Health. For Occupational Health to complete this, the manager should submit a request to Human Resources at least 3 months prior to the driver's licence expiring to allow the necessary appointment to be arranged. The employee should attend an optician for a NHS eye test prior to the HGV medical appointment, and a copy of the eye test certificate must be taken to the appointment.

If an employee fails to attend their appointment any further appointments will not be made until a cost code has been provided by the relevant service to allow the costs to be recharged. Any further failure to attend in the rolling year without due reason will be considered as misconduct and actioned under the Council's Disciplinary Procedure. One possible consequence of disciplinary action is that an employee may require to pay for subsequent appointments. It is the responsibility of the employee to ensure that the relevant licence is maintained for their employment.

### **5.5 Preventative Vaccinations**

## Occupational Health Policy

Vaccinations are provided where there is a known risk to human health as a result of a biological agent which can be prevented through vaccination. The most common vaccinations offered are Hepatitis B and Influenza.

Where a Hepatitis B vaccination is required, the manager should make contact with the Health & Safety Team to arrange a course of vaccinations. This consists of three injections and a follow up blood test over a set period of time. It is essential that these appointments are kept as the programme may have to be restarted if there is too big a gap between the appointments.

An annual programme of influenza vaccinations is co-ordinated by the Health & Safety Team who will communicate the details for the programme in the Autumn of each year.

### **5.6 Employee Assistance Programme**

A telephone helpline, web portal and mobile phone app are available to all employees as part of the Occupational Health provision. They may suggest more structured support such as:

- Structured Counselling – available via telephone, face to face or online depending on the issues requiring support. Normally up to 6 sessions recommended.
- Trauma and Critical Incident Support – telephone and face to face support for individuals or groups.
- Eye Movement Desensitisation and Reprocessing therapy. This is a specialist treatment which would only be required occasionally. Normally up to 6 sessions are recommended.
- Cognitive Behaviour Therapy. This is also only suggested occasionally.

Normally 4 sessions are recommended.

## Occupational Health Policy

Any structured support will be paid for from the relevant service budget.

### 5.7 Physiotherapy

Physiotherapy can help prevent and minimise employee absence due to musculoskeletal injuries. Under HMRC guidance such provision is classed as a taxable benefit unless an employee has a fit note or OH report stating they will not be fit for at least 28 days OR have already been absent for 28 days, then up to £500 worth of physiotherapy can be provided without tax implications. This must be as a result of an injury sustained from a specific incident, not repetitive or wear and tear injuries.

In all other cases, the employee will see an entry on their payslip for the amount of physiotherapy provided to ensure that the relevant tax is deducted.

Where physiotherapy is required, a request should be submitted by the manager to Human Resources, who will then arrange the appointment.

## 6 Monitoring and Review

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Regular reports on Occupational Health activity are provided to the Operational Health & Safety Forum.

Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Occupational Health
Department	Resources & Governance
Policy Lead	H&S Adviser
Equality Impact Assessment	



### Occupational Health Policy

Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQAI complete	N/A
Date Approved	
Review Date	

# Occupational Health Policy



## Appendix 4

# Employee Mental Health

June 2018

## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Employee Mental Health Policy
<b>Date Issued:</b>	
<b>Date Effective From:</b>	
<b>Version Number:</b>	0.2
<b>Document Type:</b>	Policy draft
<b>Document Status:</b>	Draft
<b>Author:</b>	Seonaid Scott
<b>Owner:</b>	H&S Adviser
<b>Approver:</b>	H&S Forum
<b>Approved by and Date:</b>	
<b>Contact:</b>	
<b>File Location:</b>	

### Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
<u>0.1</u>		<u>Draft</u>		<u>N/A</u>
<u>0.2</u>		<u>Minor changes to clarify some points.</u>		

**Approvals:** This document requires the following signed approvals.

Name:	Signature:	Title:	Date:	Version:

**Distribution:** This document has been distributed to

Name:	Title/Service:	Date of issue:	Version:

## 1. Policy Statement

1.1. Clackmannanshire Council is committed to ensuring the health and welfare of employees. This includes their mental as well as physical health. The Council recognises its responsibilities under the Management of Health and Safety at Work regulations and the Equality Act in this regard.

## 2. Introduction

2.1 Mental health and wellbeing is an important aspect of overall health and wellbeing and can be affected by different factors, including life events such as relationship breakdowns, bereavement, workplace pressures and mental health conditions such as depression or anxiety. The National Health Service (NHS) describes mental wellbeing and mental illness as follows:

**Mental Wellbeing** - Definitions of mental wellbeing generally include aspects such as: life satisfaction, optimism, self-esteem, mastery and feeling in control, having purpose in life, and a sense of belonging and support.

**Mental Illness** - Mental illness refers to a diagnosable condition or personality disorder that significantly interferes with an individual's cognitive, emotional or social abilities eg depression, anxiety, schizophrenia. The International Classification of Diseases ICD 10, Chapter 5 provides a comprehensive list of recognised mental and behavioural disorders.

**Stress** - The Health and Safety Executive (HSE) defines stress as 'the adverse reaction people have to excessive pressures or other types of demand placed on them. It arises when they perceive that they are unable to cope with those demands'.

## Employee Mental Health Policy

2.2. Although it can be healthy for people to experience challenges in their lives, this can cause a degree of pressure on the individual. It is acknowledged that too much pressure can be harmful and destructive to health and if excessive or long term, this can lead to stress. It is recognised that while stress can result from a build-up of excessive pressures in the workplace, it can equally result from non-work related pressures or life events that transfer the symptoms to the workplace.

### 3. Purpose and Scope

3.1. The purpose of this policy is to:

- Promote mental health and wellbeing for all staff
- Promote an open and supportive culture where mental health issues can be raised and dealt with effectively
- Communicate and promote the council's commitment to identifying and tackling organisational issues that negatively affect mental health
- Ensure suitable and sufficient risk assessments are conducted to prevent, identify and control sources of work related stress and ensure that the outcomes of risk assessments are reported and acted upon
- Provide employees experiencing mental health problems with access to professional assistance and support
- Reduce barriers to employment for people with a history of mental health.

3.2. This policy applies to all employees of Clackmannanshire Council.

## 4. Responsibilities

### 4.1. Managers

Managers play a key role in creating a mentally healthy workplace and in this regard are responsible for:

- Ensuring as far as is reasonably practicable, that the work environment is safe and that measures are taken to reduce the risk of mental ill health as a result of work related factors;
- Providing supportive leadership and creating an open and supportive environment that encourages employees to discuss issues related to mental ill health;
- Maintaining effective and consistent communication with team members;
- Reviewing management information, being alert to indicators of stress within the team and undertaking risk assessment as appropriate;
- Ensuring that all new employees receive appropriate induction and training and thereafter identifying and meeting the learning needs of all employees through the use of the PDR process and one-to-one meetings;
- Ensuring that all employees are aware of the council's support mechanisms including confidential counselling, occupational health and procedures for dealing with bullying & harassment at work;
- Liaising with Human Resources to maximise support for employees who have mental health problems;
- Supporting employees who become sick as a result of mental ill health in accordance with the council's Maximising Attendance Policy;

## Employee Mental Health Policy

- Monitor and report on levels of sickness absence which relate to mental health problems including stress-related illness (in conjunction with the occupational health service and human resources).

### 4.2 Employees

All employees are obliged to take account of their own health and safety in the workplace along with that of others and in this regard are responsible for:

- Being alert to symptoms of stress in themselves and others;
- Supporting any colleague experiencing poor mental health by encouraging them to speak to their line manager;
- Notifying their line manager as early as possible when they have recognised the symptoms of stress in themselves and discussing how this can be managed at work;
- Seeking appropriate support at the earliest opportunity from their GP or other appropriate agencies if they have health problems;
- Recognising the importance of achieving a work-life balance;
- Effectively managing their workload in conjunction with their line manager to ensure that the demands placed upon them are appropriate and achievable;
- Cooperate with managers to assess levels of stress and engage with measures to support mental ill-health issues.

### 4.3 Human Resources

Human Resources will

- provide advice and support to employees and managers in relation to this policy.



## Employee Mental Health Policy

- Help signpost appropriate support for employees who are experiencing mental ill-health.

### 4.4 Health & Safety Team

The Health & Safety Team will:

- Train and support managers in implementing stress risk assessments.
- Monitor and review the effectiveness of measures to promote mental wellbeing and report this to the Executive Health & Safety Committee and Tripartite as required.

### 4.5 Occupational Health

Occupational Health team provide advice to employees and managers to help employees remain at work if possible. They will:

- Provide specialist advice on mental wellbeing.
- Support individuals who have been off sick with mental health and stress problems, and advise them and their management on a planned return to work.
- Refer individuals to workplace counsellors or specialist agencies as required.

### 4.6 Safety Representatives

Safety representatives can support employees in identifying the causes of stress and meeting with management to raise and address issues which may be causing them stress. They will:

- promote mental wellbeing across the Council.
- encourage employees who approach them to seek appropriate support.

## **5. Measures for Managing Mental Ill-Health**

### **5.1 Identifying the Causes and Symptoms of Stress**

A strong moral and business case exists for addressing the causes of stress in the workplace and the council places emphasis on preventing stress wherever possible. In order to do so, managers and employees alike need to be equipped to identify possible sources and triggers of stress in the workplace.

While the council cannot prevent or control the causes of stress out with the workplace, early identification of the symptoms of stress will allow employees to be supported in the workplace and assisted to manage the circumstances which are causing them stress.

Each team must have a stress risk assessment which identifies the likely sources of stress and measures to control these. These should be reviewed on a regular basis in line with the Risk Assessment policy. The Health & Safety Team can provide support in identifying causes of stress within a team.

Managers are encouraged to have open discussions with employees at an early stage if signs of mental ill-health are noticed. Where issues of mental ill-health are identified, the line manager should liaise with the HR Business Partner to ensure that appropriate support is offered.

### **5.2 Stress Management Standards**

The Health and Safety Executive (HSE) has identified six key areas (or risk factors) which may lead to work related stress.

## Employee Mental Health Policy

These are:

- the demands of the job;
- employee's control over their work;
- the support an employee receives from managers and colleagues;
- relationships at work;
- role in the organisation;
- change and how it's managed.

Key to managing these risks are ensuring supportive leadership and effective and consistent communication along with appropriate risk assessment. The Council will strive to provide these.

Managers should promote an open and supportive environment which encourages employees to discuss issues. They should ensure that their management style reflects the behaviours outlined in the Council's Competency Framework and Dignity at Work Procedure.

Managers should be particularly aware of the impact that organisational change may have on employees and should ensure that appropriate communication and support is provided, particularly where it is known that an employee may already be vulnerable to stressful reactions.

All employees have a responsibility to treat other employees with dignity and respect.

## Employee Mental Health Policy

### 5.3 Support for Mental Ill-Health

Employees who are experiencing symptoms of mental ill-health are encouraged to advise their manager at the earliest opportunity in order that the most appropriate means of help can be identified and offered.

In some cases the employee's concerns will be alleviated by reviewing the balance of their workload commitments and any other non-work commitments to determine whether they are taking on more than they can realistically cope with. A temporary adjustment to workload priorities and/or some support in self-regulating their work such as the use of time management techniques may be sufficient to assist the employee manage and control their stress levels.

The Stress Risk Assessment process may be helpful to identify more significant issues. The documents for this are issued by the line manager and analysed by the Health and Safety Team. The manager is then responsible for discussing the report and implementing any measures to help control or prevent the stress being exacerbated.

If an employee is not comfortable approaching their manager or having done so feels that their concerns have not been adequately addressed, they should seek advice from Human Resources. Additionally the employee may wish to seek advice from a Trade Union representative, and if appropriate, seek a medical view from their GP. The Council also has a number of employees who have undertaken the Mental Health First Aid training. They can be contacted through the HR Business Partners or the Health & Safety Team.

## Employee Mental Health Policy

The council offers free access to an employee assistance programme which can provide support for work and non-work related issues. This includes:

- Structured Counselling – available via telephone, face to face or online depending on the issues requiring support
- Trauma and Critical Incident Support
- Eye Movement Desensitisation and Reprocessing therapy.
- Cognitive Behaviour Therapy.

Stress Control classes are also held within the Council and the local community.

### 5.4 Council Policy on Maximising Attendance

Where an employee is advised by their GP to take some time off as a result of a mental health condition, the relevant provisions of the council's Maximising Attendance Policy will apply in conjunction with this policy. In these circumstances, managers should adopt a proactive but sensitive approach so that the employee does not feel isolated or guilty. In this regard the manager should establish with the employee whether regular contact would be helpful and how this should be arranged during the period of absence.

Care should be taken to ensure that any return to work is planned and the employee supported to prevent further absence. Occupational Health advice can be invaluable in achieving this.

### 5.5 Promotion of a 'Mentally Healthy Workplace'

The council is committed to providing a workplace which promotes the mental wellbeing of all employees. To help achieve this the Council provides training to managers and employees such as the NHS 'Mentally Healthy Workplace' and

Employee Mental Health Policy

'Mental Health First Aid' courses. A number of e-learning courses are also available to all employees.

The Council also runs regular campaigns to encourage awareness of mental health issues.

## 6. Monitoring and Review

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Employee Mental Health
Department	Resources & Governance
Policy Lead	H&S Adviser
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQAI complete	N/A
Date Approved	
Review Date	