

To: Members of the Cabinet

Date: 20 February 2019

Direct Dial: 01824712568

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 26 FEBRUARY 2019** in the **COUNCIL CHAMBER, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATION OF INTERESTS

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 URGENT MATTERS

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

4 MINUTES (Pages 5 - 14)

To receive the minutes of the Cabinet meeting held on 22 January 2019 (copy enclosed).

5 EMPLOYMENT POLICIES (Pages 15 - 156)

To consider a report by Councillor Mark Young, Lead Member for Corporate Standards (copy enclosed) presenting a number of employment policies for adoption.

6 FINANCE REPORT (Pages 157 - 170)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

7 CABINET FORWARD WORK PROGRAMME (Pages 171 - 174)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following item of business because it is likely that exempt information as defined in paragraph 14 of Part 4 of Schedule 12A of the Act would be disclosed.

8 APPOINTMENT OF CONTRACTORS TO THE NORTH WALES CONSTRUCTION FRAMEWORK 2 (Pages 175 - 196)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) recommending the appointment of contractors to the North Wales Construction Framework 2.

MEMBERSHIP

Councillors

Hugh Evans
Bobby Feeley
Huw Hilditch-Roberts
Richard Mainon

Tony Thomas
Julian Thompson-Hill
Brian Jones
Mark Young

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of
*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-
*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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CABINET

Minutes of a meeting of the Cabinet held in the Council Chamber, County Hall, Ruthin on Tuesday, 22 January 2019 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy and Corporate Governance; Bobby Feeley, Lead Member for Well-being and Independence; Huw Hilditch-Roberts, Lead Member for Education, Children and Young People; Brian Jones, Lead Member for Highways, Planning and Sustainable Travel; Richard Mainon, Lead Member for Developing Community Infrastructure; Tony Thomas, Lead Member for Housing, Regulation and the Environment; Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets, and Mark Young, Lead Member for Corporate Standards

Observers: Councillors Mabon Ap Gwynfor, Meirick Davies, Martyn Holland, Alan James, Gwyneth Kensler, Arwel Roberts, Peter Scott, Glenn Swingler, Rhys Thomas, Graham Timms, Huw Williams and Emrys Wynne

ALSO PRESENT

Chief Executive (JG); Corporate Directors: Communities (NS) and Economy and Public Realm (GB); Heads of Service: Legal, HR and Democratic Services (GW), Finance/S.151 Officer (RW), and Community Support Services (PG); Service Manager – Community Support Services (AP); Lead Officer Community Housing (GD) and Committee Administrator (KEJ)

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

Members declared a personal interest in the following –

Councillor Meirick Davies – Agenda Item 6 as Chair of the North Wales Fire Authority and Agenda Item 8 because he rented a council garage

Councillor Glenn Swingler – Agenda Item 5 as a Support Worker for people with learning disabilities and Agenda Item 8 because he was a Denbigh Town Councillor

Councillor Rhys Thomas – Agenda Item 8 because he was a Denbigh Town Councillor

3 URGENT MATTERS

No urgent matters had been raised requiring a decision.

A question had been received from Councillor Rhys Thomas which the Leader had agreed could be dealt with under urgent matters.

Councillor Rhys Thomas submitted the following question –

“In the light of the news that Hitachi have put on hold their work at Wylfa Newydd due to escalating costs, has the Cabinet considered the implications of this news on the North Wales Growth Bid relying heavily as it does on two other major projects connected to the nuclear industry?”

The Leader responded to the question advising that because the announcement had only been made at the end of the previous week the Cabinet had not yet had opportunity to consider the matter. However the North Wales Economic Ambition Board (NWEAB) had met with representatives from Welsh Government and Horizon Nuclear Power the previous day and had issued the following statement –

“The Board fully supports the development of a new nuclear power station at Wylfa on Anglesey and the economic benefits this will deliver for the entire region.

We are committed to building on the close working relationships already established with the UK and Welsh Governments, the private sector and Horizon Nuclear Power, and together are exploring next steps and the best way forward.

The Board would like to make it clear the decision to suspend work on Wylfa Newydd will in no way impact on any projects in the North Wales Growth Deal. Those projects stand alone with approved business cases and will be crucial to the further economic prosperity of the area.

We will now enter into further discussions with the UK and Welsh Governments to look at additional support and funding opportunities in light of this decision.”

A supplementary question was permitted and Councillor Rhys Thomas asked whether there would be opportunity for other renewable energy projects for North Wales more advantageous to Denbighshire if the project did not proceed. The Leader responded that the NWEAB continued to support the development and discussions were ongoing with those involved to progress the project as originally intended if possible. If that could not be achieved there would be opportunities to revisit existing projects within the Growth Bid which might not require so much focus on nuclear energy for the region. There was also an opportunity to seek additional funding from the UK Government for the Growth Deal which if successful would enable other projects to emerge.

4 MINUTES

The minutes of the Cabinet meeting held on 18 December 2018 were submitted.

Matters Arising – Page 8, Item 4 Minutes – Cabinet 30 October 2018 (Gypsy and Traveller Site Provision) – Councillor Peter Scott queried progress with analysing the pre planning consultation responses and given the rumours circulating about the issue he requested clarity for St. Asaph residents. Councillor Tony Thomas

confirmed that the analysis was nearing completion, no decision had yet been made, and a report would be presented for a decision in the Spring. To address the rumours the Leader agreed that the Council publicly confirm the current position.

RESOLVED that the minutes of the meeting held on 18 December 2018 be received and confirmed as a correct record.

5 NORTH WALES LEARNING DISABILITY STRATEGY

Councillor Bobby Feeley presented the report enclosing the North Wales Learning Disability Strategy 2018 – 2023 and seeking Cabinet approval of the involvement of the Council in that Strategy.

The Strategy had been developed jointly by Betsi Cadwaladr University Health Board and the six North Wales councils and was supported by Public Health Wales. It involved a regional approach working towards integrated learning disability services in North Wales and had been informed by people with a learning disability and their carers with a view to achieving a better quality of life for those with learning disabilities. The Strategy included five work areas and was in line with the Council's corporate priorities. The costs of delivery had been supported by £1.7m Welsh Government funding and should not create an additional pressure locally.

Cabinet discussed the documents with the Lead Member and officers who –

- provided assurances with regard to equality issues and accessing services
- confirmed the challenges presented in meeting the needs in rural areas which had been identified and much work was ongoing in that regard to mitigate negative impacts in terms of safeguarding and promoting independence
- confirmed that a regional approach would strengthen services not dilute them
- explained the grant funding provision which continued for future years and the need to keep up with increasing demand for services.

Responding to questions from non-Cabinet members the Lead Member and officers –

- confirmed that services could be provided through the medium of Welsh
- reported upon the position with regard to the response of bus companies in terms of fair play for people with learning disabilities through self-advocacy
- advised that safeguarding and the digital age was a wider issue and there were clear protocols around internet abuse which was a separate issue
- confirmed that relevant training could be arranged for councillors
- explained that the regional funding must be used for specific purposes and one of the five work areas in the Strategy focused on workforce development
- indicated that the Strategy was currently being translated and a Welsh version would be made available as soon as possible.

RESOLVED that Cabinet approves the involvement of Denbighshire County Council in the Regional Learning Disability Strategy.

6 HOUSING RENT SETTING & HOUSING REVENUE AND CAPITAL BUDGETS 2019/20

Councillor Julian Thompson-Hill presented the report seeking Cabinet approval for the Denbighshire Housing annual rent increase, the Housing Revenue Account Capital and Revenue Budgets for 2019/20 and Housing Stock Business Plan.

Councillor Thompson-Hill guided members through the budget figures and income level assumptions which had been calculated taking into account the Welsh Government Rent Policy for social housing rents and mechanism for uplifting rents. The uplift for 2019/20 was 2.4% and would leave 40% of homes at target rent levels. The current policy ended in 2018/19 and the increase for 2019/20 was a one year interim policy with an announcement from Welsh Government on future rent policy expected in April 2019. The annual review of the Housing Stock Business Plan showed it remained robust and financially viable and there were sufficient resources to support the management and supervision of the housing service and the investment needs of the stock.

During consideration of the report the following issues were discussed –

- the requirement to include bad debt provision was explained together with the impact of Universal Credit and the Council's proactive approach in that regard and providing financial advice and support to tenants – it was noted that rent collection rates remained high and arrears were amongst the lowest in Wales
- in terms of the loss of income on Voids it was acknowledged that time was taken for completion of works to ensure the empty property was of a high standard – benefits included minimum disruption to future tenants and a high quality home with less repairs costs going forward which was appreciated by tenants
- it was noted that garages were not dealt with in the report because they were not subject to the Welsh Government Rent Policy and would be reviewed by the Head of Service under delegated authority – historically garage rents tended to be increased in line with housing rents. Councillor Huw Hilditch-Roberts felt there would be merit for Cabinet to set garage rent levels when setting housing rent levels. The review of garages was nearing completion and the Leader asked that members be informed on conclusion of the review which would also be an opportune time to consider the point raised by Councillor Hilditch-Roberts
- it was accepted that the Denbighshire Tenants and Residents Federation could be more representative however a good relationship existed with tenants and there was a detailed engagement plan to gain feedback and inform future plans
- it was appreciated that any increase in rent could have an impact on some tenants' ability to meet their financial commitments and officers would continue to help customers manage their finances effectively and maximise their income. The need to ensure affordability and value for money was acknowledged and initial feedback from the latest STAR survey indicated 89% of tenants considered their home provided value for money.

RESOLVED that –

- (a) *the Housing Revenue Account Budget for 2019/20 (Appendix 1 to the report) and the Housing Stock Business Plan (Appendix 2 to the report) be adopted, and*
- (b) *rents for Council dwellings be increased in accordance with the Welsh Government Policy for Social Housing Rents to an average weekly rent of £89.77 with effect from Monday 1 April 2019.*

7 RECOMMENDATIONS OF THE STRATEGIC INVESTMENT GROUP

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2019/20 Capital Plan as recommended by the Strategic Investment Group (SIG) and detailed in Appendix 1 to the report.

Councillor Thompson-Hill guided members through the report and explained the funding available for block allocations for on-going programmes of work which also included provisional allocations pending confirmation of additional general capital grant funding of £1.680m. The additional grant funding had since been confirmed by Welsh Government and therefore the provisional allocations could also be confirmed. The work of the SIG in reviewing the bids for allocations was highlighted and the summary of their recommendations was elaborated upon further at the meeting. In response to a question from Councillor Gwyneth Kensler it was confirmed that part of the block allocation for highways did contain an element for footway repair which would be prioritised as appropriate by that department.

RESOLVED *that the projects detailed in Appendix 1 to the report for inclusion in the 2019/20 Capital Plan be supported and recommended to full Council.*

At this juncture (11.30 a.m.) the meeting adjourned for a refreshment break.

8 BUDGET 2019/20 - FINAL PROPOSALS

Councillor Julian Thompson-Hill presented the report setting out the implications of the Local Government Settlement 2019/20 and proposals to finalise the budget for 2019/20, including the level of Council Tax.

Councillor Thompson-Hill provided an overview of the budget process and latest budget position and elaborated upon the proposals for consideration and recommendation to full Council in order to set the budget for 2019/20. The final settlement had resulted in a cash-flat funding position but for the funding position to have remained neutral in terms of minimum funding pressures the settlement would have needed to be closer to +5%. Pressures included pay, pension, National Living Wage, price/energy inflation, fire service levy, allowances for increases to the Council Tax reduction scheme, reduction in DWP Administration Grant and central contingencies. Local budget pressures in priority areas had also been recognised including social care, schools and transport. A 6.35% rise in Council Tax had been proposed to raise an additional £797k compared to the Council Tax rise in 2018/19, to be used as part of the overall package to address the budget deficit – this included an additional £2m to social care.

The Chief Executive thanked Cabinet members and officers for putting the package of savings together which protected frontline services as far as possible whilst also recognising demand pressures. The package had been achieved by focusing on efficiencies and developing alternative delivery models. It was acknowledged that difficult choices had been made, including around the level of Council Tax, and it was also recognised that future years would likely be equally challenging.

During consideration of the report Cabinet members discussed the proposals at length and, along with officers, also responded to various questions which related to specific areas within their portfolios covering a wide range of different issues.

Main areas of debate focused on the following –

- the rationale behind the proportion of proposed additional funding allocation to Community Support Services (CSS) and Children and Education Services (CES) was discussed given the differential in the base budgets. It was noted that funding proposals had been based on demand projections for the individual services in order to appropriately address the immediate issues in each service area. The strategy for dealing with CSS also included the use of a specific reserve to manage the pressure and the likely availability of additional grant support for 2019/20 had also been considered. CSS and CES were both statutory services but whereas the majority of services for adults could be delivered within the county, the needs for some children had to be met outside of the county in specialist provision at a significant cost. An additional £750k had been allocated to CES in the last financial year and an additional £1.5m was proposed for 2019/20 – it was hoped that the approach to raise the base budget would address the issue long-term
- the Council continued to support schools by funding pay and related inflation and movement in pupils numbers. Schools had been asked to identify savings of 2% and although difficult, a positive response had been received from head teachers via the Schools Budget Forum and there was confidence that the savings would be achieved. It was up to individual schools to assess the impact of the savings and implement them which would be different in every school
- in terms of the proposed £23k saving relating to the running costs of Denbigh Town Hall it was clarified that the building had been considered for disposal because it was surplus to the Council's requirements. Given that it was an important asset for Denbigh and that Denbigh Town Council operated from there, the Town Council had been approached and confirmed they would be interested in taking on the freehold subject to its affordability and investigations were currently ongoing in that regard. As an interim measure the Town Council had agreed to contribute to the running costs on a pro rata basis pending a decision. On that basis the proposal to save £23k was achievable in 2019/20 and was not reliant on the Town Council's decision to take the freehold. If the Town Council did not take on the freehold then the Council would consider other options for the building. Councillor Glenn Swingler raised concerns over the possibility of losing an important community asset for the sake of £23k, particularly when investment was being made in similar facilities elsewhere in the county. In response reference was made to the transfer of Llangollen Town Hall to Llangollen Town Council under similar circumstances and to the investment in Denbigh's library and leisure centre

- concerns were expressed regarding uncertainty over the availability and amount of future grant funding which created difficulties for future financial planning and budget setting. In terms of the position for the next financial year the level of reductions seen in previous years was not expected and additional capital grant funding was expected for highway maintenance and also additional revenue grants for social care. However the consensus from local government was that it would better aid financial planning if more grant funding was available on a permanent unhypothecated basis to enable spend to be determined locally
- Councillor Meirick Davies advised that the full Fire Service Levy (£237k) had been identified as a pressure and the money provided by Welsh Government in the financial settlement towards that levy had not been taken into account. It was explained that whilst an element of funding for the Fire Service Levy was included in the overall level of settlement there was nothing specifically passported to fund an increase in the fire precept of this scale, consequently the additional cost of the precept had to fall as a pressure to be funded locally. It was highlighted that the Fire level element of the settlement had increased by a much lower percentage than the amount of the levy charged
- with regard to the proposed £200k reduction in the revenue budget for Streetscene the intention was to mitigate the impact by replacing some of that element with a budgeted capital allocation to support highway maintenance work which would also provide greater surety for the service and confirmation was awaited on the potential for additional grant funding for highways
- the Head of Finance/S.151 Officer agreed to provide written responses to questions raised from Councillor Meirick Davies regarding Council Tax on empty properties and Councillor Gwyneth Kensler regarding the percentage increase in the different energy costs.

Cabinet noted the challenging settlement received from Welsh Government and the acute pressures facing the authority. It was accepted that a higher Council Tax increase would be required to deliver funding for all the pressures identified and continue with an effective and reasonable level of service to residents.

RESOLVED that Cabinet –

- notes the impact of the Local Government Settlement 2019/20;*
- supports the proposals outlined in Appendix 1 to the report which were in line with the proposals presented at the members budget workshop held on 11 January 2019, and accordingly recommends them to the full Council in order to finalise the 2019/20 budget;*
- approves the savings totalling £223k listed in Appendix 2 as part of the budget package;*
- recommends to Council the average Council Tax rise of 6.35%, which recognises a range of significant pressures, including the increasing cost pressures in adults and children’s social care and supports the allocation of £2.0m of additional funding across the two services, and*

- (e) *confirms that it has read, understood and taken account of the Well-being Impact Assessments submitted as part of the report.*

9 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a summary of the Council's financial position as follows –

- the net revenue budget for 2018/19 was £194.418m (£189.252m in 2017/18)
- an overspend of £0.756m was forecast for service and corporate budgets
- detailed agreed savings and efficiencies worth £4.6m including those which had already been achieved with the assumption that all service efficiencies/savings would be delivered – any exceptions would be reported to Cabinet if required
- highlighted current risks and variances relating to individual service areas, and
- provided a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Cabinet members responded to a number of questions raised elaborating upon the reasoning behind the overspend in Customers, Communications and Marketing and Highways and Environmental services. In terms of school transport the issue as to whether the budget would be best placed in Highways and Environment or Education and Children's Services had been debated previously although it was an acknowledged pressure which need to be resolved wherever it was located.

RESOLVED *that Cabinet note the budgets set for 2018/19 and progress against the agreed budget strategy.*

10 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and it was noted that the following item would be added to the future work programme for March – Implementation of an Alternative Delivery Model for various leisure related activities/functions (to approve the business case).

RESOLVED *that Cabinet's Forward Work Programme be noted.*

11 EXCLUSION OF PRESS AND PUBLIC

RESOLVED *that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following item of business on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 12, 14 and 15 of Part 4 of Schedule 12A of the Act.*

12 IMPLEMENTATION OF AN ALTERNATIVE DELIVERY MODEL (ADM) FOR VARIOUS LEISURE RELATED ACTIVITIES/FUNCTIONS

Councillors Bobby Feeley and Julian Thompson-Hill presented the joint confidential report seeking Cabinet approval of the Alternative Delivery Model (ADM) Project Brief, to enable the full business case for the project to be progressed.

The value and importance of the Council's leisure service provision was highlighted and there had been significant investment in its facilities. The reasoning behind the project was explained in order to maintain and hopefully improve that provision given the financial constraints facing the authority and the significant savings which could be generated by such an approach. The purpose of the project brief was to consider the scope in relation to which leisure related activities/functions should be progressed to business case at this stage whilst also acknowledging potential opportunities to add functions/activities in the future as appropriate. The rationale behind the elements of provision proposed to be included within the scope of the project brief was explained in order to reflect the core leisure business and those elements which lent themselves to a more commercial approach.

Cabinet discussed the merits of the project brief and scope of leisure related activities to be included as part of the next stage. Councillor Huw Hilditch-Roberts asked that a scoring matrix be used to assess those elements for inclusion to ensure clear reasoning behind the decision to include or exclude particular elements together with detailed costings. Assurances were provided that the level of detail would be included within the business case. Further discussion focused on the staffing and resource elements of the proposal and it was clarified that although further work was required in terms of developing the operational costs which would be included as part of the business case, savings could be delivered immediately in terms of business rate relief and VAT exemptions. In terms of the impact on the Welsh Language assurances were given that the issue would be dealt with as part of any future governance arrangements and adherence to the Council's policy would be included in the terms and conditions of the new alternative delivery company. Further assurances were also provided in terms of ensuring that leisure services remained affordable to residents given the focus on a more commercial approach. With regard to timescales the intention was to provide information on the business case to Cabinet Briefing in February, followed by a Members Workshop in March, a decision on the business case being considered by Cabinet post the Members Workshop with the final decision being made by Council in April.

RESOLVED that Cabinet –

- (a) *approves the Project Brief attached to the report to enable the full Business Case for the Project to be progressed, and*
- (b) *confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix B to the report) as part of its consideration.*

The meeting concluded at 14.15 hrs.

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Report To: Cabinet
Date of Meeting: 26th February 2019
Lead Member / Officer: Councillor Mark Young
Report Author: Catrin Roberts / Andrea Malam
Title: **Employment Policies**

1. What is the report about?

There are six employment policies/procedures which have been developed/ revised in consultation with the recognised Trade Unions.

The policies are listed below:

1. Attendance at Work Procedure (Revised) **APPENDIX FIGURE 1**
2. Reasonable Adjustments Guidance (New) **APPENDIX FIGURE 2**
3. Menopause Policy (New) **APPENDIX FIGURE 3**
4. Alcohol and Substance Misuse Policy (Revised) **APPENDIX FIGURE 4**
5. No Smoking Policy (Revised) **APPENDIX FIGURE 5**
6. Emergency Leave wording contained within the Time off Work Policy (Revised Wording) **APPENDIX FIGURE 6**

2. What is the reason for making this report?

To gain approval from Cabinet for adoption of the above listed policies.

3. What are the Recommendations?

The recommendations are that Cabinet approves the above listed policies for adoption within the Council.

- 3.1 That the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessments as part of its consideration.

4. Report details

Attendance at Work Procedure

The current procedure was implemented in 2014 and therefore required a review.

A policy working group was established in order to review the procedure which involved Trade Union Representatives, HR and a Legal representative.

The procedure has now been updated in line with the feedback received from the policy working group and all changes are highlighted in yellow. Any words or sentences which are to be deleted are marked with a strike through.

The main changes are as follows:

Clarification around the contact process, both before and during a period of sickness absence, has been inserted into the procedure.

The sickness triggers will remain the same within the procedure.

The procedure currently contains an informal stage and three formal stages as part of that attendance trigger process. As part of the consultation with the trade unions, it has been agreed to remove the informal stage and continue with the three formal stages which occur once a trigger has been met. Movement through the formal stages are reliant on a further trigger being met.

Further clarification on the formal attendance meetings, outcomes and the improvement plan have been included within the procedure. An employee also has the option to appeal at each of the formal stages within the procedure.

Clarification around the return to work process along with an amended return to work form have been included within the procedure. This is to ensure that managers are taking a consistent approach in completing a return to work interview with the employee, inputting the date of the return to work on iTrent and sending the copy of the return to work form back to HR for the personnel file. Automated reports will be produced to enable HR to monitor this process.

Section 17 of the procedure has been inserted as an option for employee's who may have a long term condition that require treatment who are able to work in between periods of treatment if they so wish.

Alcohol and Substance Misuse Policy

The current policy has been reviewed and amended slightly to include 'Legal highs' wording where the policy refers to drugs and alcohol.

Any amendments have been highlighted in yellow.

Menopause Policy

This is a new policy that has been created in order to support female employee's that are impacted by the menopause and contains guidance for both employees and managers on how to support that employee during all stages of the menopause.

The policy clarifies roles and responsibilities and includes forms of support which can be offered to employees to help ease the symptoms of menopause.

There are some useful sources of support for employees contained within the policy.

Reasonable Adjustments Guidance

This new guidance document has been developed in order to help both employees and line managers understand reasonable adjustments and disability in the workplace. The guidance highlights the Equality Act 2010 and as an employer, what Denbighshire

County Council are obligated to do when working with a person who has a disability which is governed by the legislation.

The guidance is designed to:

- Provide guidance on the 'Reasonable Adjustments' process
- Provide guidance on how to access support
- Provide support for managers in considering what a reasonable adjustment is and assist them in the decision making
- Set down the adjustments in a recorded format so that all parties are aware of what is expected.
- Sets out the legal position and what is meant by the term 'Reasonable Adjustment'.

The guidance will be applicable to all employees, both new and existing. The guidance will also be used in conjunction with the Attendance at Work Procedure, where applicable, in order to prevent an absence or facilitate a return to work.

No Smoking Policy

The existing policy has been revised to include additional wording agreed by SLT. The policy confirms that smoking will not be permitted in any location unless a designated area has been identified and agreed by SLT. Clarification on smoking outside a company vehicle has also been included within the policy.

The policy states that there is no legal duty to provide a designated smoking area and will only be provided in agreement with SLT.

Emergency Leave wording (part of the Time off Work Policy)

Section 7 of the Time off Work Policy has been amended in agreement with SLT to clarify the process in terms of emergency leave and the entitlement for those employees who are mobile/flexible workers and those that are static/desk bound.

Mobile and Flexible workers with the facility to work flexibly will be expected to either work at a different location or at home and will not be reimbursed for any lost time.

5. How does the decision contribute to the Corporate Priorities?

All of the above policies will assist the Corporate Priorities and ensure that managers and employees are aware of their obligations in line with legislation and good practice.

6. What will it cost and how will it affect other services?

Additional resources are not required, therefore there won't be any costs attached to implementing these policies. There will be no particular impact on a particular department. The procedures and policies will apply to all employees (where stated).

7. What are the main conclusions of the Well-being Impact Assessment?

Please find the Wellbeing Impact Assessments attached. All policies contained within this report are applicable to all employees regardless of protected characteristics and will be applied in line with legislation and terms and conditions of employment.

The Policies/procedures and guidance documents have all been through a wellbeing impact assessment and the main findings are either neutral or positive in terms of the support and flexible working options available to employees.

8. What consultations have been carried out with Scrutiny and others?

All six documents have been through the process of consultation with the recognised Trade Unions and a representative from the legal department. The No Smoking policy and Emergency leave wording have been through the consultation process via email and the remaining policies have been discussed in detail at numerous policy workshops. All changes have been agreed with the policy working group.

9. Chief Finance Officer Statement

Not applicable.

10. What risks are there and is there anything we can do to reduce them?

The risks are only associated with not implementing the attached policies. The current versions of the policies are out of date in terms of legislation and clarification is required in order to ensure the processes are being applied correctly and consistently by managers and HR.

11. Power to make the Decision

Power to make the decision is s112 Local Government Act 1972.

ATTENDANCE AT WORK PROCEDURE

Attendance at Work Process Flowchart

Employee Actions - calls in sick

Employees should expect to speak with manager, if not available when call in expect manager to call back. There will also be a two way conversation / dialogue between manager and employee on the regularity of contact depending upon the expected length of the absence. Employees must phone their line manager as early as possible, and definitely within the first hour of expected usual attendance at work (where reasonably practical). Texts and emails are not permitted unless it is a reasonable adjustment. If the employee's line manager is unavailable then a message must be left with a phone number on which they can be contacted on that same day. The employee will be expected to answer the phone and have that discussion with their line manager. If the employee's line manager is on holiday or absent from the workplace then the employee must contact their manager's manager/ senior manager.



Managers Actions – Employee calls in sick:

Reporting Absence Form

Manager to enter the absence on iTrent

Refer to Occupational Health Unit if required Occupational Health Unit Referral Form

Establish Duration of absence

Over 7 days – Fit note required from a medical practitioner

Under 7 days – Self Certification



Employees Responsibilities:

Employees should expect to maintain regular contact with their manager through the period of absence

Should the absence period or reason alter it is the employees' responsibility to inform the manager ASAP.

Employees are expected to provide consecutive fit notes on or as soon as possible on expiry of a previous certificate.



Managers Responsibilities - Return to Work

Managing return to work process – this is to be completed for all absences

Review of individuals absence data – have any absence trigger levels been reached – refer to trigger levels

Managers to undertake a Return to Work Interview and utilise the Return to Work Form

Guidance on the format of the return to work interview meeting can be found in

Return to Work completion to be recorded on Trent, under stages

Absence to be ended on Trent

Conduct informal capability meeting if necessary

ROLES AND RESPONSIBILITIES

EMPLOYEES

- Manage health and wellbeing to support their ability to attend work.
- Attend work unless unfit to do so.
- Expect managers to make and maintain contact during period of absence.
- Ensure they are familiar with the Attendance at work procedure.
- **Make contact within the first hour of expected usual attendance (where reasonable practical) at the earliest opportunity to confirm absence and maintain regular contact with their line manager, keeping them updated throughout the period of absence.**
- Provide reasons and outcomes of consultations with medical practitioners to managers through updates.
- Co-operate and attend meetings.
- **Provision of certification or information in a timely manner and ensure that any Drs notes (Fit notes) cover the full period of absence.**
- Not undertake any out of work activities which might delay recovery and return to work.
- **Be expected to discuss alternative work opportunities whilst absent from work should the condition absent with support such actions to enable a return to work or prevent an absence, if applicable.**
- Raise concerns with manager, trade union, Occupational Health Unit (OHU) or other person if there are aspects of a job which are believed to be having an impact on their health.

SUPERVISOR / MANAGER / HEAD OF SERVICE

- To review and ensure all absence from work is appropriately reviewed, recorded and discussed with employee.
- Ensure employee is aware and has access to Attendance at work procedure.
- To ensure, as far as possible, their employees' health, safety and wellbeing at work. Taking action to alleviate situations causing concern.
- To maintain accurate iTrent absence records.
- To appropriately and accurately refer to Occupational Health Unit (OHU).
- To maintain contact with employee during period of absence.
- To review opportunities for alternative work and discuss these with employee and seeking OHU input as appropriate.
- **To input Fit Notes in iTrent and send to HR for the employee file.**
- Conduct return to work meeting **for each period of absence regardless of the length**, ensuring employees suitability to return to work – fully or reduced in some way, impact absence has had on role, team, service, and employee's position concerning absence review triggers.

- Manager to input Return to Work completion date into Trent, under stages and send an electronic copy to HR Direct for filing.
- To send copies of all letters (which have been sent to employees) to HR Direct for their employee file.

OCCUPATIONAL HEALTH AND HR

- To provide support to managers and employee to facilitate return to work, access to support needed or ongoing interventions which prioritise the wellbeing of the individual and their return to work in the shortest timescale.
- Provide advice and guidance to managers for discussion and review concerning the impact of an employee's health on their ability to carry out their role.
- Support managers in identifying and understanding interventions and options available to support their teams' ability to maintain their attendance in work.
- Assess employees' health status for roles with particular health requirements.
- Obtain employee medical records (with the employees written permission) in order to provide more support to the employee and manager.
- Facilitate access to interventions that can support employees such as physiotherapy, counselling (refer to Physio-therapy and Counselling Policy), healthy you initiatives such as stop smoking etc.
- HR support managers in reviewing and managing absence in line with the process.
- HR Business Partner to review any decisions to dismiss an employee with Head of Service to ensure consistency of decision making.

TRADE UNIONS

- Support and advise their members at work
- Advise members of their responsibilities regarding the policy

WORK COLLEAGUE SUPPORT

- Support work colleagues (cannot advise)
- Cannot answer questions on their behalf

Equality Act 2010

Consideration when managing absence must be given to the Equality Act 2010. This defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day

activities. Long-term means that the effect of the impairment has lasted or is likely to last for at least **twelve** months. Where an employee has a disability or medical condition that is considered under the Equality Act 2010, the council will make reasonable adjustments to help such employees carry out their job, and to have the same opportunities to perform well and develop during their employment as any other employee.

* Please note that throughout the procedure, where there lists of options, these lists may not be exhaustive.

Length of Absence

1 -7 days - short term absences

8-27 days - mid-term absence

28 days or longer – long term absence.

Page 23

1. Initial contact:

- ~~If an employee calls to notify their absence from work and they do not speak with their manager, they should expect that their manager returns the call to seek further understanding of the absence.~~

- ~~Employees are expected to call in to report their absence from work as early as possible, and definitely within the first hour of expected attendance at work.~~
- If an employee is unable to attend work due to illness, they must phone and speak to their line manager as soon as possible, and within the first hour of expected usual attendance at work (where reasonable practical). Please note that texts and emails are not permitted unless this is a reasonable adjustment and has been pre-authorised.
- If the line manager is unable to take the call from the employee, then the employee must leave a message with a contact phone number on which they can be contacted on, the same day. The employee will be expected to answer the phone and have a discussion with their line manager.
- Employees should expect their managers to ask them a number of questions when they are reporting an absence from work. These questions may be revisited by the managers on all calls that follow the initial absence reporting.

2. Reporting and recording sickness absence

- All absence is to be recorded on ITrent. It must be entered on notification of absence, updated as received and at the end of the absence period. Please see the intranet for ITrent People Manager Guidance on Recording and Managing Absence.
- It is important that the correct reason for the absence is captured in the system.
- Fit notes are to be held securely by the manager in line with the DCC and data protection act rules on holding information.
[See Fit Notes \(4\)](#)

3. Occupational health unit referrals

Criteria for referring an employee to Occupational Health:

- Employees reporting an absence from work due to:
 1. Musculo skeletal condition - In order to access physiotherapy treatment to prevent a sickness absence from occurring or to aid an earlier return to work.
 2. Stress, depression, anxiety – Employee to complete a stress questionnaire. The stress questionnaire should be used as a tool to identify which issues can be dealt with *without* the need for a referral to occupational health; ie when there are issues for management to address. Where a referral to occupational health is required, that referral will be made.
- 2. ~~Back related condition~~

3. Employees who have been absent from work on a long term basis (28 days or more). If an absence begins as short term and subsequently progresses into a long term absence, an employee will then need to be referred.

How to refer to the Occupational Health Unit (OHU)

The [Management Referral for Occupational Health Sickness Absence Assessment Form](#) is located on the HR Direct and Occupational Health Intranet pages.

For employees with a condition or duration of absence that requires immediate referral the form can be activated in iTrent at the same time as recording the absence. Guidance for completing this can be found on the intranet pages under occupational health.

Managers need to provide enough information to the OHU team concerning the employee's reason for absence and any other relevant wider circumstances that are applicable.

To facilitate the OHU teams review of the employee's absence, Managers should make it clear what they would like the OHU intervention to involve, for example:

- Establish detailed understanding of absence type and cause so OHU and Manager can review the next steps as appropriate
- Manager can gain a full (as appropriate) understanding of the condition and duration to support them in exploring opportunities such as:
 - Supported return to work options, including restricted/light duties/phased hours
 - Alternative duties (within team, service or organisation)
 - Home working

OHU are required to work with Managers to ensure there is a full understanding of what an employee can undertake so Managers can make informed recommendations based on business practicalities.

In order to help support the employee and line manager, occupational health can also request written copies of medical reports or records (with the employees written consent).

OHU and Managers are expected to professionally seek clarification and challenge views based on each parties understanding of the situation. This is to ensure employees are fully supported within the context of their health and wellbeing and ability to attend work.

Occupational Health Appointments – Non Attendance

Should an employee refuse to attend OHU appointments or interact with the OHU team, it will be considered that the employee is being obstructive to the overall ability for a Manager to support the employee and consider all aspects of the absence in a fully informed way. Any decisions concerning the employee's future employment will be made considering the information available at that time. In addition should the information be vital to the Manager being able to review the employee's absence and situation, then removal of enhanced (occupational) sick pay can be considered at this point.

If an employee repeatedly does not attend scheduled OHU appointments after two non-attendances the employee can be charged for their non-attendance for any future appointments unless a reasonable notice or explanation can be provided. Repeated non-attendance can also result in the removal of enhanced (occupational) sick pay.

If an employee does not attend scheduled OHU appointments the manager will be notified. Non-attendance and the reasons will be taken into account when deciding the course of action regarding the management of the employee's sickness absences at any formal attendance meetings.

4. Fit notes

Employees must provide a fit note from their GP on the 8th day of absence and from then on until they return to work. There must be no gaps in dates between fit notes i.e. if a term time only employee is absent over half term, the fit note should cover this week as well.

Failure to supply fit notes will result in enhanced (occupational) sick pay being stopped as the absence will be deemed as unauthorised absence, which can ultimately result in disciplinary action.

It should be noted that fit notes are considered guidance from the GP to the employer, and whilst advice stated must be considered, there may be times where it is not possible to adhere to it.

Managers are required to input Fit Notes onto iTrent and the original must be sent to HR for the employee file.

See [Fit notes – for Long term conditions which requires treatment](#) under other factors and considerations for further information.

5. Contact during absence from work

The Manager and the employee are expected to make and maintain regular contact for the duration of the absence.

The manner, frequency and pattern of contact will be discussed and considered at the start of the absence process and reviewed on a regular basis. Contact may be considered necessary on a daily weekly, fortnightly, or monthly basis or as appropriate to the circumstances of the individual absence. During periods of short term absences then contact could be considered daily, during periods of long term absences then contact should be considered weekly / fortnightly / monthly.

Contact should direct between the employer and the employee directly, unless there are exceptional circumstances which have been discussed and agreed beforehand.

1 -7 days - short term absences

8-27 days mid-term absence

28 days or longer – long term absence.

~~Both managers and employees are expected to make and maintain regular contact for the duration of the absence with their manager. The frequency and method of contact should be agreed between both parties as soon as possible and contact must not be via a third party. Failure or refusal to maintain this contact or the provision of any supporting documentation if requested without exceptional circumstances could be considered as a conduct issue and may result in disciplinary processes being taken.~~

6. Returning to work

There are a number of options available when an employee is intending to return to work. For an employee who has been off with a short term absence with no long term or on-going effects they will be expected to return to work to their normal hours and role immediately. For an employee who has been off for a short, mid or long term period who either has outstanding effects and/or needs time to readjust to returning to work or managing on-going aspects, the Manager and employee can explore how and what the return to work involves, such as:

- Adjustments to the working environment – temporary or permanent.
- Flexible working i.e. hours of work, patterns of work.
- Phased / managed return to work – these need to be appropriate to allow the person to contribute to the role they are returning to. These are not typically any longer than 4 weeks, unless exceptional circumstances. Managers can seek guidance from OHU. Refer to Phased Return to Work Procedure, which can be found on the intranet.
- Alternative employment either on a temporary or permanent basis.

Returning to work whilst covered by a Fit Note

If an employee wishes to return to work in the duration in which they have been signed off via a 'fit note' from a medical practitioner, they do not need to be 'signed back' to work. However if the employee works in a position where there is a need to ensure the employee is fit to undertake their role safely, e.g. DVLA rules re LGV/PCV drivers; it is appropriate for the employee to ask a medical practitioner to provide them with a medical certificate declaring they are fit to return to their permanent duties.

7. Absence trigger points

It is a manager's responsibility to address any concerns about an employee's level of non-attendance, **regardless** of whether they have hit any of the triggers. Employees should expect managers to be questioning their absence from work, the reasons, reviewing the use as appropriate of annual leave, flexi and workload at all stages when they have been absent from work.

Managers have access to absence data on their teams through the Absence Dashboard and ITrent. For schools monthly reporting provides current data on their schools absence data.

Trigger levels:

- 3 separate sickness absences of any duration in a 3 month period
- 5 separate sickness absences in a 12 month period
- A total of 12 days absence in a 12 month period (pro rata for part time employees)
- A pattern of absence that causes concern (i.e. regularity, day of week or type of absence)
- Single episode of 4 continuous weeks or more.

8. Return to work meetings

It is important that managers prepare for the return of an employee to the workplace. Managers need to ensure that they are fully aware of the terms that an employee is expecting to return to work under and that they completely consider if these expectations are reasonable and acceptable for the service. For employees who may be covered by the Equality Act 2010 managers are advised to seek HR support in reviewing the return to work process.

Managers therefore must hold a formal return to work meeting with the employee, regardless of the length of absence and for each period of absence, using the [Return to Work Form](#). A return to work meeting is to take place on the first day an employee returns to work, where possible, however it is expected that a return to work interview is completed within 7 days of an employee returning to work.

Managers must record that a return to work interview has taken place and input the date in Trent, under absence stages. This is mandatory for every period of absence regardless of the length. Managers must send an electronic copy of the Return to Work Form to HR for the employee file.

9. Absence to be closed off on iTrent

Please refer to Trent guidance – [Recording and Managing absence](#)

10. Managing Short term, frequent, persistent absence (1-7days)

Short term, persistent or frequent absences are usually minor illnesses, which can often be unconnected, ranging from a single day to one week for example.

The use of triggers, outlined within this procedure, will allow managers to monitor the levels of attendance and provide a consistent and appropriate method of taking action in order to improve attendance.

By using any of the below methods, or combining them, will enable managers to monitor attendance and establish whether there is an underlying medical condition or if there are any other factors which are contributing to the reduced attendance. Discussions with the employee and where appropriate, referrals to occupational health, will allow the manager to understand the cause of the absence, explain the attendance at work procedure and establish what support is required in order to minimise any future attendance concerns.

11. Managing Long term absence (28 days or more)

Long term absence is regarded as any absence where an employee is away from work for a period of four weeks (28 days) or more. This can be distinguished from frequent short term absence in that it is continuous and/or can be traced to an underlying medical condition.

If an employee is absent, or are likely to be absent, for a period of four weeks or more, the manager must refer the employee to Occupational Health using the [Management Referral for Occupational Health Sickness Absence Assessment Form](#)

The purpose of the occupational health referral is to:

- Obtain information from the employee regarding the medical condition and the employee's ability to attend work.
- Establish a return to work date.
- Enable occupational health to provide a continual support mechanism during the employee's absence and provide any assistance during the return to work process.

12. Other factors or considerations

There may be circumstances whereby the absence falls under short term or long term but requires a different approach when managing attendance in accordance with treatment and recovery.

Mid-term absences are classed at 8 – 27 days in length.

13. Managing absence related to a disability

The Equality Act 2010 says a person is disabled if they have “**A physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities**”. The Equality Act 2010 places a duty on the council to make reasonable adjustments to employment arrangements and/or premises to accommodate the needs of an employee who has a disability. Long-term means that the effect of the impairment has lasted or is likely to last for at least **twelve months**.

Where an employee has a disability or medical condition that is considered under the Equality Act 2010, the council will consider reasonable adjustments to help such employees carry out their job, and to have the same opportunities to perform well and develop during their employment as any other employee.

A 'reasonable' adjustment may include:

- Allowing an employee to work reduced or different hours
- Allowing an employee to work partly from home
- Flexible working
- Changing an employee's start and finish times to accommodate travel arrangements
- Providing specialist equipment or auxiliary aids

The above list is not exhaustive, there may be a range of other reasonable adjustments which can be considered, please refer to the Reasonable Adjustment Guidance and discuss these options with your HR Specialist / Business Partner.

If an employee has a disability that may affect attendance at work, the employee should inform their Manager and discuss their individual needs so that the Manager may work with the employee to support attendance. If the employee discloses that they have a disability, this will help the Manager to support them.

All absences that are disability related will be monitored in line with this procedure and will be recorded in line with the trigger system.

Disability leave is used for the purposes of rehabilitation, treatment and assessment, and is for a fixed period or periods of time that the employer and the employee know about in advance. In other words, it is pre-planned and there is a fixed end date for the leave. It is not intended for when the employee is not well enough to come in to work. Disability leave is also suitable for absences of a short period of time that are needed on a regular basis. Please refer to the Time off Work Policy for further details on disability leave and entitlements.

Where it is likely that an employee is unable to return to their normal duties, to facilitate a return to work, reasonable adjustments will be discussed so that these can be put in place prior to a return, and a risk assessment undertaken. Where all reasonable adjustments have been made, and the employee is still unable to return to their substantive post, then consideration will be given to applying the Redeployment Procedure.

Carer Protection

Under the Equality Act 2010 carers are protected from discrimination by virtue of their caring association to a disabled person. It is advisable to employees to ensure a line Manager is advised of any caring responsibilities if this is likely to affect an employee's attendance.

14. Ill health retirement

If an employee is a member of the Clwyd Pension Scheme, the employee may be eligible for early retirement on the grounds of ill-health. Further information is available via Clwyd Pension Scheme, Occupational Health or via the Intranet.

15. Non-attendance at work due to other medically related procedures

i. Elective procedures / Gender reassignment

Should employees plan and arrange elective procedures they will not be considered absent from the workplace under the Attendance at Work procedure. All appointments and associated time off from work will need to be taken as annual leave or flexi. Consideration for a period of unpaid sick leave can be made but approval must be provided by the Manager, for

such cases employees would need to provide a medical certificate and they may be able to receive statutory sick pay in these circumstances.

Should an elective procedure be medically supported, such as in the cases where it is required due to a potential health, psychological issue or gender reassignment and can be supported by written confirmation from a medical practitioner, then paid sick leave would be provided, subject to the appropriate medical certification.

ii. IVF treatment

IVF treatment often requires 8-10 attendances at a clinic and can involve one or both partners concerned to attend. Within a rolling 12 month period there is an allowance up to the equivalent to 3 days (or pro rata to 60% of contractual working time for part time staff). On occasions the treatment may require extensive travel and by prior agreement the time off can be extended to the equivalent to 5 days (37 hours) within the 12 month rolling period. If any additional time off is required this would be taken as annual leave or flexi.

iii. Medical appointments – GP/Hospital/ Dentist/Optician

Routine medical appointments should be taken in an employee's own time, and be taken outside of the working day whenever possible. Employee's attending a planned hospital appointment should seek approval to attend prior to the appointment date. Managers can ask for proof of the pre-planned hospital appointment, failure to provide this may result in the employee having to take unpaid time off or annual leave.

For further information on the above please refer to the Time off Work Policy which can be found on the intranet.

iv. Pregnancy related

It is good management practice to ensure that an early pregnancy risk assessment is carried out with a pregnant employee. Adjusted duties or other reasonable measures should be explored with pregnant employees who are at risk of being absent.

Absences related to a pregnancy will not count towards the trigger system. If an employee is off sick due to a pregnancy related aspect in the four weeks leading up to the expected birth of the baby, then the employee's maternity leave will commence early.

For further information on the above please refer to the Parental Leave policy which can be found on the intranet.

16. Domestic Abuse

Domestic abuse is best described as the use of physical and/or emotional abuse or violence (including undermining of self-confidence) sexual violence or the threat of violence, by a person who is or has been in a close relationship. Anyone can be the victim of domestic abuse and it can take many forms. Domestic abuse affects people in their place of work and can result in absenteeism, decreased productivity and poor performance. It can also lead to unhealthy stress levels of employees that may affect their overall health.

Employees are encouraged to advise their line manager or Occupational Health if they are experiencing domestic abuse and discuss the support they may need at work. Managers and or Occupational health, once aware of the underlying causes of the absence, should take this into account when taking steps to manage absence and apply this and other relevant policies.

17. Fit notes – for long term conditions which requires treatment

If an employee has a long term condition which requires treatment but the employee feels that they are capable of working and wants to work, then the employee can ask their GP for a Fit note. This fit note must outline the hours and days that an employee can / or is able to work.

Hours of work must be reasonable, for example employees will not be permitted to work for one hour per day and this option will be time bound for a maximum period of three months, which will be regularly reviewed during that three month period and reviewed thereafter.

Benefits to the employee:

- The employees sickness record will be reduced as the absence will be not be counted towards sickness, given that they are still in work.
- Does not affect current pay.
- The employee still feels part of the team and is able to work around their treatment.

*This process will be reviewed in relation to this procedure after 12 months from implementation of this revised procedure. A

Business Partner will need to be involved at all stages.

10. Guidance for managers – informal attendance capability meeting guidance

The focus of this meeting should be on helping the employee improve their attendance at work in a positive way. Managers should:

- The meeting should be confidential, on a one-to-one basis and the employee should understand the content of the meeting prior to attending.
- Attendance issues must be discussed with employees as part of their return to work meetings.
- A Manager can use the return to work meeting as an alternative to a separate meeting, they need to ensure the employee is aware of the context prior to the meeting.
- The outcome of the informal meeting should be confirmed in writing and given to the employee. A copy should also be kept on the employee's file for a period of 12 months.

During the lifespan of the guidance (12 months), the informal meeting can be referred to in the event further concerns arise—provided the concerns are connected.

Preparation for the meeting should include:

- The employee should be formally invited to the informal attendance capability meeting—[Invite to Informal Attendance Capability Meeting Letter](#). This should be issued a minimum of 5 days before the meeting, providing 2 copies of any relevant paperwork relevant to the meeting. The employee has the right to be represented at this meeting by a Trade Union Representative or work colleague.
- Manager prepares all of the information concerning non-attendance history to demonstrate the fact that the employee has met one of the trigger levels.
- Ensure adequate time is put aside for the meeting.
- Ensure that an appropriate confidential area is available for the meeting.

During the meeting:

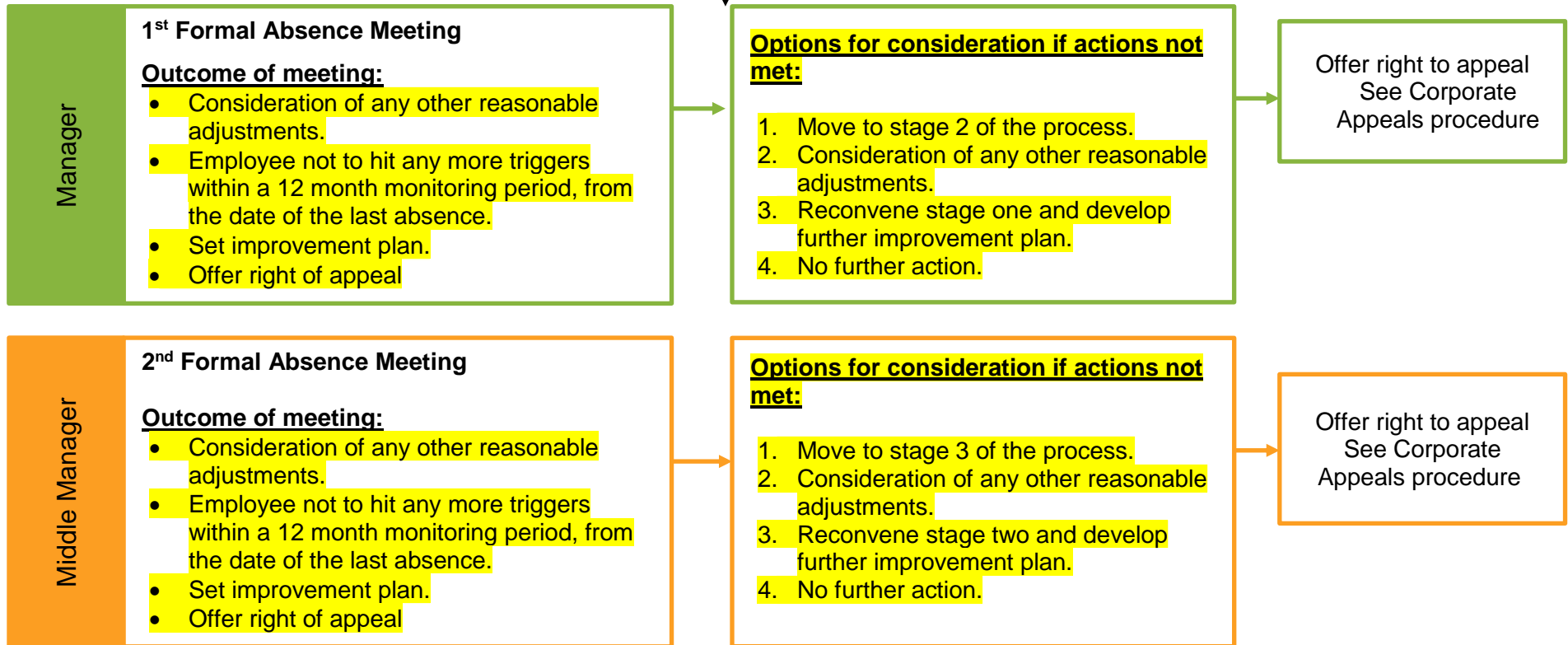
- Manager to share concerns relating to non-attendance at work. This should be undertaken in a positive and supportive manner, whilst asking for an explanation and encouraging the employee to engage in the discussion using open questions.
- Define the areas that are of concern e.g. number of days, type of absence, pattern of absence.
- Explore any contributory factors with the employee's work related problems, personal problems, work-life balance etc. Discuss any possible solutions that are available to the employee, things that they can own or can have support from other services to manage.
- Even for those who have returned to work, should the problems not have been fully managed, offer access to services or support, seek advice from OHU should it be helpful to ensure the employee is supported and can remain in work.
- Consider the re-referral of the employee to OHU should there be outstanding aspects that need to be supported. The service supports employees in the workplace as well as whilst they are off work.

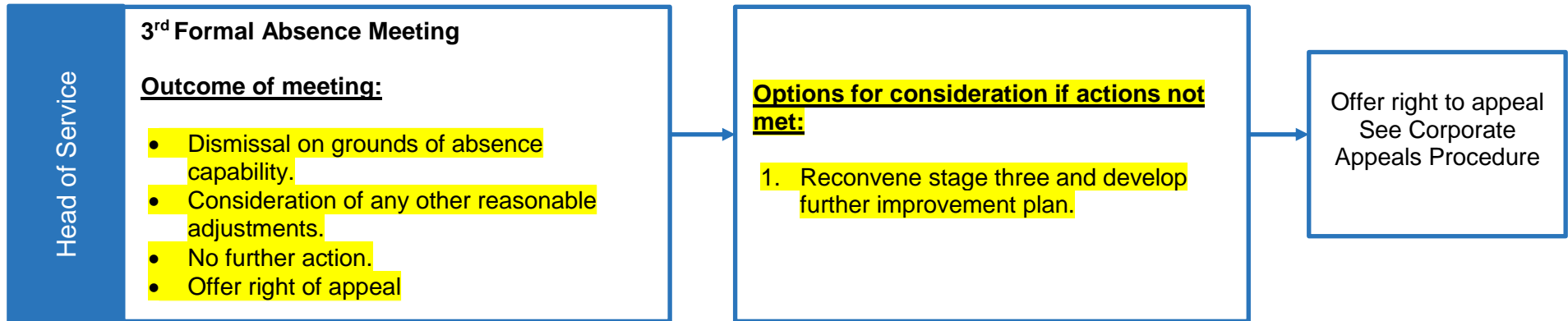
- ~~Write to confirm the discussions and outcome of the meeting with the employee using the [Outcome of Informal Capability Letter](#). Please ensure that a copy of this letter is sent to HR Direct for the employee file.~~

Identification of sickness absence triggers being reached

- 3 separate sickness absences of any duration in a 3 month period
- 5 separate sickness absences in a 12 month period
- A total of 12 days absence in a 12 month period (pro rata for part time employees)
- A pattern of absence that causes concern (i.e. regularity, day of week or type of absence)
- Single episode of 4 continuous weeks or more.

Page 36





18. Guidance for managers – conducting a formal attendance capability meeting

~~This meeting should only take place once the employee has had a minimum of one informal attendance capability review meeting.~~

This guidance is applicable to conducting 1st, 2nd and 3rd formal attendance ~~capability~~ meetings.

The purpose of this formal attendance ~~capability~~ meeting:

- Review the employee's level of sickness absence
- Determine if there is an underlying cause **and discuss action plan and the support required.**
- Examine what actions have been taken to date to reduce their level of sickness absence
- Ascertain the nature of current absence for those off sick in the process and if and when they are likely to return to work
- **Inform the employee of the actions and consequences if their level of sickness absence does not improve.**
- ~~If appropriate, issue the employee with a warning and alert them to the consequences if their level of sickness absence does not improve.~~

Who will be present at the formal attendance ~~capability~~ meeting?

- The Manager will conduct all of the Formal Attendance ~~Capability~~ Meetings at stage 1 and 2 **and when required supported by a HR Officer;** the 3rd meeting will be conducted by the Head of Service.
- **The Head of Service will conduct all of the Formal Attendance Stage 3 meetings and will be supported by a HR Business Partner – a possible outcome from this meeting could be dismissal**
- ~~A HR Business Partner is involved in the 3rd Formal Attendance ~~Capability~~ Meeting, as a possible outcome from this meeting could be dismissal.~~

Arrangements for the formal attendance ~~capability~~ meeting

- The employee should be formally invited to the meeting – [Invite to Formal Attendance Capability Meeting Letter](#). This should be issued a minimum of 5 days before the meeting, providing 2 copies of any relevant paperwork relevant to the meeting. The employee has the right to be represented at this meeting by a Trade Union Representative or work colleague.
- Manager prepares all of the information concerning non-attendance history to demonstrate the fact that the employee has met one of the trigger levels.
- Ensure adequate time is put aside for the meeting.
- Ensure that an appropriate confidential area is available for the meeting.

- Ensure that sufficient notes are taken of the meeting ~~and should the employee request these should be provided to them.~~ These notes are the basis for the manager formulating the [Outcome of Formal Attendance Capability Meeting Letter](#). Should the Manager require a note taker this should be arranged by the Manager (HR do not undertake this role). Please ensure a copy of the outcome letter is sent to HR for the employee file.

19. Format for the formal attendance capability meeting

Introductions

The Chair of the meeting should confirm receipt by all present of any documentation and advise the purpose of meeting is to:

- Establish facts
- Consider the management case
- Consider the employee's case
- Make a decision after considering evidence provided
- Decide whether further action is necessary as a result

Main meeting discussion points:

- Whether the employee has an underlying medical condition
- Whether there are factors contributing to the employee's sickness absence which are work related (working conditions, relationships, work related stress, working arrangements etc.)
- Whether the employee may be covered by the Equality Act 2010
- Whether there is a likelihood of future sickness absences
- **If appropriate, consider reasonable adjustments**
- When or if the employee is likely to be fit to return
- The employee should be allowed to raise any points that they wish to be considered

Before any decisions are reached, the Manager should adjourn the meeting and consider the case before deciding what appropriate action should be taken.

Adjournment:

During the adjournment process the manager chairing the meeting should consider the following options:

- No further action is required – the employee’s sickness is considered satisfactory or there are extenuating circumstances which have a material effect on the employee’s sickness record.
- Issue realistic targets which are to be outlined in the improvement plan (see section 22).
- Employees are to be monitored for 12 months period in addition to the improvement plan.
- Redeployment, as an alternative to dismissal. Occupational Health will need to advise on whether redeployment will be suitable.
- Dismissal – the meeting must be conducted by a Head of Service, consultation with HR Business Partner and provision of advice from Occupational Health. The employee has the right to appeal against the outcome of the meeting, including dismissal.

Decision making:

The Manager chairing the formal meeting should be satisfied that:

- All relevant circumstances have been fully investigated
- The attendance at work procedure has been complied with
- The facts have been established
- Requirements of the Equality Act 2010 have been complied with (as appropriate)
- Mitigating or personal circumstances have been considered
- The action contemplated is justified in the circumstances of the case
- Previous **outcomes** ~~current warning~~ under this procedure have been considered

20. Reconvene meeting and confirming the outcome:

The formal meeting should be reconvened for all parties and the employee advised of the decision verbally and informed of their right to appeal against the decision.

The outcome of the meeting is to be confirmed in writing within 5 days of the meeting, including advice on the appeals process. Where targets and an improvement plan are issued, the letter should include details of the improvement plan, the monitoring period and how progress will be monitored, any reasonable adjustments to be made, any support available and depending on what stage the procedure is at, that any failure to improve attendance could lead to further warnings or ultimately dismissal.

21. No further action

If it is deemed no further action is required then this is confirmed in writing within 5 days of the meeting.

22. The improvement plan and setting targets

Managers should think through the following aspects when they are considering the setting of targets within **the improvement plan:** ~~and monitoring periods:~~

- **An improvement plan** should consist of actions that are realistic, reasonable and achievable and that they are reflective of the absence experience to date. Consideration should be made against the requirements of the Equality Act 2010 and given targets that provide reasonable adjustments.
- The employee is aware of the possible consequences of not meeting **targets set within the improvement plan.**

Examples of targets within the improvement plan:

- **Improved attendance, i.e no further triggers met**
- **To submit fit notes in a timely manner**
- **To attend any hospital /specialist appointments, keeping your line manager up to date with progress**
- **To attend Occupational Health appointments**
- **To attend a review meeting if necessary. Date to be specified within the improvement plan.**

Targets must not include the following:

- **No absence within the agreed improvement plan and /or 12 month monitoring period**
- **Absence less than x days within the agreed improvement plan and / or monitoring period**

23. Monitoring periods

- The monitoring period is a 12 month period (from the date of the last absence) and must be discussed with the employee along with the expectations of them during the monitoring period.
- ~~If there are any actions there must be an agreement on how the employee's progress will be monitored. Please see attached letter and how an assessment during the monitoring period will be made.~~
- ~~Regular feedback is given to the employee during the monitoring period. This can be carried out in one to one meetings but a written record of the discussion and position must be kept with a copy provided to the employee.~~
- The employee knows where to go for help and support during the monitoring period.

If the employee reaches another trigger point within the 12 month monitoring period, the next steps will need to be considered. This will take place at either at the return to work meeting or if the employee is still absent (on long term sickness for example), the manager needs to consider the next steps at that point. The outcome of this review may results in the following:

1. Move to the next stage of the process
2. Consideration of any other reasonable adjustments
3. Reconvene the current stage and develop further improvement plan
4. No further action

- ~~The monitoring period should be reflective of the stage of the absence capability process and relevant to the historical absence trend. Managers through the review process outlined above should consider all of the options available to them and set periods appropriate to this.~~
- ~~A monitoring period may be extended beyond 12 months, depending on the nature of the absence.~~
- ~~If the employee breaches the conditions of the monitoring period and / or they hit another trigger, then that monitoring period will be reconvened and reviewed. See process flowchart.~~

~~Examples of periods, which must be agreed in the formal meetings:-~~

- ~~2/3 months — this could be for stage 1 of the process~~
- ~~1-2 months for stage 2 of the process~~
- ~~1 month for stage 3 of the process~~

24. Review meeting

~~During the review meeting the employee's attendance and progress against agreed actions should be reviewed. If there is no progress then the decision should be made to issue the appropriate warning. If sufficient progress has been made the outcome may be that no further action is required. The employee should have the right of appeal against the decision made at this stage and an [Outcome of Appeal Decision Letter](#) issued following any such meeting. Please ensure that a copy of this letter is sent to HR Direct for the employee file.~~

25. Progressing through the stages:

~~To move from one stage to another there would need to be a formal review at the end of the established monitoring stage. The manager should use the same decision making guides to when making decisions concerning the employee's position and the next steps. All subsequent meetings should be carried out in line with the formal attendance capability meeting guide.~~

24. Absence dashboard – Managers only

- The absence Dashboard can be found in the desktop page under the icon heading sickness reports and absence reports.
- The absence data is drawn directly from ITrent so it is reporting the most up to date absence data.
- Guidance on accessing the Dashboard and its reports can be found on the home page.
- All Managers are able to access DCC and Service top level information on the absence position.
- Managers will also be able to access the RAW data for their reporting teams.
- The reporting structures for the Dashboard are based on ITrent reporting structures. Directors have access to all levels of data. Heads of Service have access to all data pertaining to their service.

25. Pay when absent from work

- Unauthorised absence is unpaid. Absences which are 7 days or more must be covered by a Drs note (Fit note). It is an employee's responsibility to make sure they have an adequate Drs note (Fit note) to cover the full period(s) of absence.
- Following written notice from a manager, if a medical certificate is not provided by a stipulated date, the period of absence will be unpaid and the individual would be subject to the disciplinary procedure.
- The organisation may, with notice, refuse to continue to pay enhanced (occupational) sick pay for certificated or un-certificated absence from work. For example: where an employee continues to participate in outside work activities which have a repeat impact on their health and ability to attend work, or if an employee refuses to attend an occupational health appointment or engage with occupational health, the manager or HR department in order for the Manager to understand the absence from work and impact in more detail than an employee's explanation of the situation.

28. Removal of right to self-certification

At the first formal absence capability meeting a manager can insist that any subsequent absence from work during the monitoring period will require the individual to provide certification of their inability to attend work. Should an employee not provide this:

- Enhanced (occupational) sick pay will be removed
- Escalation of the management in the non-attendance process
- A review of conduct under the disciplinary process may be considered

Examples of when this would be applied may be when an employee has persistent short term absences or patterns of absence which are a cause for concern.

Please note that, in order to carry out the above action, the employee must be at least Stage 2 of the process and the manager must agree this action with their Head of Service and HR Business Partner before this can be carried out. An employee must produce a written letter from their GP if the GP is unable to provide the required fit note. The council will not reimburse an employee if the GP practice charges for Fit notes during the self-certification period as stated in the Single Status terms and conditions document.

26. Suspension on medical grounds

On return to work or planned return to work, should a Manager have serious concerns about an employee's fitness to work, they may suspend the employee on medical grounds. Managers will need to consult both HR and OHU to ensure guidance on decision and next steps are provided. Suspension is on full pay and is for a period whilst further medical advice from a medical practitioner and OHU is sought/provided.

27. Annual leave

Should an employee fall sick during a period of annual leave, then the annual leave can be taken at another time subject to the following conditions:

- The employee notifies their manager on the first day of the sickness.
- The absence period regardless of length must be certified by a qualified medical practitioner.
- Where an employee is overseas when he/she falls ill or is injured, evidence must be produced that the employee has made an insurance claim for medical treatment received at an overseas location.

Annual leave accrual

Employees, who are off long term sick, still accrue their holiday entitlement, and they can choose to take annual leave during a period of absence, they need to do this in agreement with their Manager. If an employee does go on holiday during a long term period of absence they need to take this period as annual leave. It should be noted that employees should not engage in activities that are:

- Inconsistent with their stated reason for absence
- Have a detrimental effect on their recovery
- May worsen/prolong their absence

Should it transpire that an employee has undertaken an activity that proves detrimental to their recovery this may result in the removal of enhanced (occupational) sick pay.

28. Grievance raised during other proceedings e.g. attendance, disciplinary, redundancy etc.

There may be occasions where an employee, who is subject to another procedure, raises a grievance. The way in which this is handled will depend on the facts of each case. An assessment of the facts should take into account how the grievance is related (if at all) to the matter in hand.

Whether or not the grievance and the ongoing case are associated will be determined by the appointed Deciding Officer of the case.

Where the grievance and the other case are related

In exceptional circumstances it may be appropriate to temporarily hold the ongoing proceedings while the grievance matter is investigated further. The aim here is to establish whether the complaint has a material impact on the case and eventual outcome.

Be mindful that other ongoing proceedings should not be delayed unnecessarily.

Where the grievance and the other case are not considered to be related

In such cases it is advised that both cases are dealt with separately and that they run concurrently. The proceedings of the case in question may not be impacted by the grievance raised and should therefore be able to continue as planned.

Refer to the Grievance procedure for details relating to the grievance process.

29. How to calculate triggers for part-time and term time employees

- 3 x separate sickness absences of any duration in a 3 month period.

Part time & Term Time Employees:

Each occasion of absence within the 3 month period will count, regardless if the employee may work part time or term time. As long as the employees' working pattern is correct on iTrent, it will automatically recognise the part time or term time working periods and calculate the number of absences.

- 5 x separate sickness absences in a 12 month period.

Part time & Term Time Employees:

Each occasion of absence within the 12 month period will count, regardless if the employee may work part time or term time. As long as the employees' working pattern is correct on iTrent, it will automatically recognise the part time or term time working periods and calculate the number of absences.

- A total of 12 days sickness absence in a 12 month period (pro rata for part time employees).

Part time & Term Time Employees:

The employees working pattern on iTrent will automatically recognise the employee's part-time or term time working periods and calculate the number of days absent.

e.g. If an employee works 18 hours per week, then you would follow their pro rata calculation below:

step 1: $\frac{18 \text{ (working hours)}}{37 \text{ (full time hours)}} = 0.4864$

step 2: $0.4864 \times 12 \text{ (working days)} = 5.83$

step 3: 5.83 is the confirmed pro rata days calculation

- A pattern of absence that causes concern.
The cause for concern will be determined by Manager / Head Teacher etc.
- Single episode of 4 continuous weeks or more.
Regardless if employee works full time, part time or term time, the reference to four continuous weeks is to calendar weeks, not any work pattern.

31. Appeals process

Please refer to the Corporate Appeals Procedure.

32. Absences as a result of a third party or Industrial injury

If the absence was as a result of an accident caused by a third party i.e. personal injury claim, or an industrial injury please inform the Payroll Section. In the case of an industrial injury, corporate health and safety must be informed immediately and a completed accident/incident report form must be recorded.

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Return to Work Interview Form

Employee Full Name			
Employee Job Title			
Absent From		Absent To	
Date Returned to Work			
Managers Name			

Preparation and What we expect as an organisation

Preparation for Discussion	What you can expect.
For the Manager	<p>The Manager will arrange for the Return to Work interview to take place as soon as possible after the employee has returned to work. The Manager will ensure they have the correct information available, including the Absence Dashboard and any patterns of absence.</p> <p>The purpose of the return to work meeting is to determine the cause of absence. You should listen to the employee and make a note of what is being said. Each aspect will be covered below but be prepared to ask the necessary questions, which may be difficult. Be sensitive, and understanding and remember that this is not a disciplinary process. If necessary, challenge the information you are being provided with appropriate questions.</p>
For the Employee	<p>The purpose of the return to work meeting is to determine the cause of your absence. The Manager will listen to what you have to say and will ask appropriate questions. The Manager is there to assist you, and together you can discuss what help and support can be offered to you in the work place to avoid any further absences. You have an obligation to be open and honest with your Manager throughout this process.</p>

Discussion Notes

1	What was the reason for your absence from work?		
2	Are you in a position to say what causal factors contributed to your absence from work? Include anything at work, home or medical or illness.		
3	Has the Employee identified with having a disability which might fall under the Equality Act 2010?	Yes	No
4	Have you discussed Reasonable Adjustments with the Employee? [Please refer to the Reasonable Adjustment Guidance]	Yes	No
5	Manager to note: Please ensure the absence on Trent is recorded as Disability related.	Noted	
6	Is it appropriate to complete a Stress Questionnaire at this time?	Yes	No
7	Is a referral to Occupational Health appropriate in the circumstances? NB There is an automatic referral for any musculo skeletal condition, or stress/anxiety or depression.	Yes	No

8	Does the employee consider they are fit to return to work?	Yes	No
9	Does the manager consider that the employee is fit to return to work?	Yes	No
10	Did the employee notify of their absence in an appropriate manner? If not, please detail what the issue was.	Yes	No
11	Did the employee maintain appropriate contact throughout the period of absence?	Yes	No
12	Did the manager maintain appropriate contact throughout the period of absence?	Yes	No
13	What could have been done better?		
Triggers, Indicators and Attendance Management			
Please list all absences, including dates and days lost within the last 12 months			
	Absence Date	Absence Days lost	Reason
Has the employee been absent in any of the following circumstances?			✓ Tick
Three separate sickness absences of any duration in a three month period.			
Five separate sickness absences or a total of 12 days absence in a 12 month period*			
A pattern of absence that causes concern (i.e. regularity, day of the week or type of absence)*			
Single episode of 4 continuous weeks or more.			
If any of the above are ticked, the manager will arrange a formal absence review meeting.			
Attendance at Work Procedure – copy given to employee, and a discussion about what this means.			
Formal absence review Meeting has been arranged for			
Follow Up / Actions			✓ Completed
Reasonable Adjustments Questionnaire (if applicable)			
Stress Questionnaire (if applicable)			
Occupational Health referral (if applicable)			
Details of support offered, to include timescales for that support and any review dates.			
Recorded in iTrent (Manager)			
Electronic Copy of completed Return to Work to be sent to HR by Manager			

Electronic Copy of completed Return to Work Form to be sent to Employee by Manager	
Any further comments:	
I understand that the information contained within this return to work interview form will be used for the purpose of recording and monitoring attendance at work.	
Manager Signature:	Date:
Employee Signature:	Date:

Managers are to ensure that they have input the Return to Work Interview completion date in Trent, which can be found under stages. A copy must be sent electronically to hrdirect@denbighshire.gov.uk for the employee file and a hard copy must be given to the employee.

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Reasonable Adjustment Guidance

Introduction

Under the Equality Act 2010 the Council has a duty to make reasonable adjustments in order to prevent an employee with a disability or long term condition from being placed at a substantial disadvantage by our premises, policies or practices. This duty applies to all aspects of employment including training, transfer, career development and retention and redundancy.

The Equality Act defines a disability as a physical or a mental condition which has a substantial and long-term impact on your ability to do normal day to day activities.

This document is designed to:-

1. Provide guidance on what disability means and what is meant by the term “reasonable adjustments”.
2. Provide guidance on the process to be used when considering Reasonable Adjustments
3. Provide guidance on how to access support and to give help to those involved in the discussion process.
4. Provide support to line managers in considering what a “reasonable adjustment” is and assist them with decision making.
5. Set down the adjustments in a recorded format so everyone knows what is expected from them.

Many adjustments cost little or nothing, are quite straightforward to arrange and are often a matter of flexibility and developing a creative approach to working practice. There is an expectation that managers and employees will work together to develop workable solutions.

A non-exhaustive list of what could be considered reasonable adjustments can be found in the section [Examples of Reasonable Adjustments.](#)

Where managers are unsure of what adjustments are appropriate given the individuals medical condition, Occupational Health can provide advice.

There are also a number of schemes and government programmes, which will be able help. Information about these are available from Job Centre Plus Disability Employment Advisers. Some disabled employees may already have a Disability Employment Adviser assisting them.

Access to Work is a scheme that can help employees if their health or disability affects the way they do their job. It provides advice and support with extra costs that may arise because of their needs. Access to Work might pay towards the equipment needed at work or adapting premises to meet an employee’s needs. Contact details can be found in [Resources and Sources of Support.](#)

Employee obligations

As an Employee of the Council we would expect you to:-

- Inform the council if you have a disability and require reasonable adjustments.
- Cooperate fully with the reasonable adjustments assessment process
- Inform your employer as soon as possible if one or more Reasonable Adjustments is not working for you
- Make suggestions about what may assist you
- Be open and honest throughout the process

Employer obligations

As you Employer you can expect that:-

- We will discuss with you in detail any reasonable adjustments
- Will give due consideration to all adjustments which are put forward
- We will give reasons for our decisions in relation to reasonable adjustments which are put forward
- We will, wherever possible, provide assistance to allow you to access additional help and support

Procedure for making reasonable adjustments

1. Difficulties identified/disability established
2. Sources of support identified and requests for advice (if required)
3. Reasonable adjustments assessment completed in all cases
4. Tailored adjustments agreement completed, filed and diarised for review

Reasonable Adjustments Assessment Form

The [Reasonable Adjustments Assessment Form](#) should be completed by the manager in consultation with the Employee. It has been designed to assist managers who may be unsure whether adjustments being requested are reasonable.

The questions are formulated to assist the manager in coming to a decision on whether or not an adjustment is reasonable. If the adjustment is deemed to be reasonable after completion of this form a Tailored Adjustment Agreement should be completed and recorded.

There may be situations where you, as the manager may need to consult other employees with regards to reasonable adjustments. If the employee does not agree to your involving other employees, you must not breach their confidentiality by telling the other employees about the disabled person's situation.

If an employee is reluctant for other staff to know, and you believe that a reasonable adjustment requires the co-operation of the employee's colleagues, explain that you

cannot make the adjustment unless they are prepared for some information to be shared. It does not have to be detailed information about their condition, just enough to explain to other staff what they need to do.

There may be occasions when a manager feels it is not reasonable to make the adjustments identified, particularly if this impacts on contractual, equality or health and safety issues. On these occasions the Manager should seek advice from Human Resources.

Reasonable Adjustments Assessments Form

This section is to be completed by the manager in conjunction with the employee.

Completed by:			
Position:			
Department:			
Date completed:			
Employee Name:			
Department and Grade:			
Date adjustment/s requested:			
New or existing employee?	New	<input type="checkbox"/>	Existing <input type="checkbox"/>

Please complete the following section in as much detail as possible. Description of difficulties being experienced by the employee and nature of adjustment/s requested:

Has advice been sought from the following:	Yes	No
Occupational Health Advisor		
GP/Specialist		
Access to Work		
Job Centre Plus Adviser		
Other If so please attach a copy of the advice/assessment or provide a date by when this is expected		

Employee Declaration

The information contained in this form has been provided to help the council decide whether the adjustment(s) requested are **reasonable**. It is as accurate and complete as within my knowledge and remit and has been submitted in good faith.

Signed

Dated

Manager Considerations

This section of the form is to be completed by the Manager only.

<p>How effective will the adjustment be in preventing the disadvantage?</p>
<p>How can the reasonable adjustment(s) be achieved? For example how long will it take to implement, will additional training be needed for the disabled employee or anyone else?</p>
<p>Are there any financial considerations of the reasonable adjustment/s?</p>
<p>Are there any structural/service delivery considerations, e.g. disruption to service delivery by making the adjustment/s?</p>
<p>Is financial or other assistance available to help make the adjustment/s e.g. Access to Work?</p>
<p>Are there any other business considerations? e.g. impact on other employees?</p>
<p>Has the employee been consulted on the adjustment/s and agreed that it/they are needed?</p>
<p>Would making the particular adjustment/s result in unacceptable risks to the health and safety of any person (including the disabled person)?</p>

Would making the adjustment/s reduce a health and safety risk for anyone (including the disabled person)?

Factors to be taken into account in assessing 'reasonable' cost

- Recommendations from appropriate experts, i.e. medical, occupational health and/or workplace assessment (to be obtained if not attached).
- The financial and other resources of the council (the whole council must be taken into account not just the departmental or service area budgets).
- Resources such as training that have been invested in the employee by the council.
- The employee's length of service.
- The employee's level of skill and knowledge.
- The value of the employee's knowledge and relationships with service users and/or partners.
- The employees' salary and grade.

Any other relevant factors?

The adjustment (s) requested have been discussed with Insert Employee name (.....) and her/his views on the questions below have been sought and accurately recorded.

Line Manager Declaration

I understand that further information may be needed from (.....) and/or myself as her/his line manager and that expert advice or an assessment may be necessary. The views of other colleagues may also be sought where appropriate.

Signed

Dated

Line Managers recommendation:

Accept/Not Accept (please delete as appropriate)

If 'Accept' has been selected above, has a Tailored Adjustment Agreement been put in place?

Yes No

If 'Not Accept' has been selected above, please detail below the reasons for your decision making. You should take advice from HR and/or Legal services on your decision before it is finalised.

Signed [Line Manager]..... Dated

Tailored Adjustments Agreement

The attached [Tailored Adjustment Agreement Form](#) should be completed when agreeing any adjustments with an employee.

It is designed to allow discussions to take place between an employee and their manager to identify appropriate adjustments that will provide support for the employee to carry out their role effectively, and without barriers.

Adjustments may be required at any time during the employment process; an employee does not have to have had a period of sickness in order for adjustments to be considered.

If a manager is unsure what adjustment may be appropriate they should contact Human Resources or the Occupational Health department for advice and support.

Tailored Adjustment Agreement – individually tailored reasonable adjustments

This 'Tailored adjustment agreement' is a living record of reasonable adjustments agreed between a disabled employee and their line manager.

The purpose of this agreement is to

- Ensure that both parties, the individual and the manager acting on behalf of the employer, have an accurate record of what has been agreed
- Minimise the need to re-negotiate reasonable adjustments every time the employee changes jobs, is re-located or assigned a new manager within the council
- Provide employees and their line managers with the basis for discussions about reasonable adjustments at future meetings

This is a live document and should be reviewed regularly by both the employee and manager and amended as appropriate. Remember, however, that expert advice from third parties, such as occupational health, Access to Work or I.T. specialists may be needed before changes can be agreed and implemented.

Managers who need help in deciding whether or not an adjustment is reasonable will find it helpful to use the Reasonable Adjustments Assessment Form.

Where management responsibility for an employee with a 'Tailored adjustment agreement' changes then the new manager should accept the adjustments outlined in the agreement as reasonable and ensure that they continue to be implemented. The agreement may need to be reviewed and amended at a later date but this should not happen until both parties have worked together for a reasonable period of time.

The agreement allows the employee to:

- Explain the impact of your disability on you at work
- Suggest adjustments that will make it easier for you to do your job
- Offer further information from your doctor, specialist or other expert
- Request an assessment by occupational health, Access to Work or another expert (there

- may be a cost with Access to Work or another expert)
- Review the effectiveness of the adjustments agreed
 - Explain any change in your circumstances
 - Be reassured that your manager knows what to do if you become unwell at work and who to contact if necessary
 - Know how and when your manager will keep in touch with you if you are absent from work because of illness or a disability related reason

The agreement allows the line manager to:

- Understand how a particular employee's disability affects them at work
- Explain the needs of the business or organisation
- Explain the organisation's attendance and reasonable adjustment policy
- Recognise signs that an employee might be unwell and know what the employee wants you to do in these circumstances including who to contact for help
- Know how and when to stay in touch if the employee is off sick
- Consider whether or not the employee needs to be referred for an assessment by an occupational health or another adviser to help both parties understand what adjustments are needed
- Review the effectiveness of the adjustments already agreed
- Explain any change in the employer's circumstances

Tailored Adjustment Agreement Form

This is a record of the reasonable adjustments agreed between:

(1) [.....] and

(2) Denbighshire County council through [.....*line manager name*]

It is dated the day of

This agreement may be reviewed and amended as necessary with the agreement of both parties:

- At any regular one-to-one meeting
- At a return to work meeting following a period of sickness absence
- At annual appraisals
- Before a change of job or duties or introduction of new technology or ways of working
- Before or after any change in circumstances for either party

Employee - My disability in the workplace

My disability has the following impact on me at work		
Adjustment to be put in place	Details of how this is to be done	Implemented on (date)

Record Keeping

Details of the Reasonable Adjustments requested and decision and Tailored Adjustment Agreement will be retained on the Employees personal file and in iTrent. The Employee should also be provided with a hard copy.

Resources and sources of support

Organisation	Website	Contact details
Job Centre Plus	https://www.gov.uk/contact-jobcentre-plus	Telephone: 0800 121 7479 Textphone: 0800 121 7579
Disability Employment Advisors	https://www.gov.uk/contact-jobcentre-plus	Telephone: 0800 121 7479 Textphone: 0800 121 7579
Access to Work	https://www.gov.uk/access-to-work	Telephone: 0800 121 7479 Textphone: 0800 121 7579
Equality and Human Rights Commission	https://www.equalityhumanrights.com/en/commission-wales	Phone: 0808 800 0082 Textphone: 0808 800 0084
Citizens Advice	https://www.citizensadvice.org.uk/	Adviceline: 03444 77 20 20 Text relay: 03444 111 445
Scope	https://www.scope.org.uk/	Freephone: 0808 800 3333 Textphone: Use Type Talk by dialling 18001 from a textphone followed by 0808 800 3333.
GOV.UK	https://www.gov.uk/	

Examples of Reasonable Adjustments

Please refer to the Equalities and Human Rights Commission website for further details on reasonable adjustments which can be found at the following website:

<https://www.equalityhumanrights.com/en/commission-wales>

Making adjustments to premises:

For example:

An employer makes structural or other physical changes such as widening a doorway, providing a ramp or moving furniture for a wheelchair user; relocates light switches, door handles, or shelves for someone who has difficulty in reaching; or provides appropriate contrast in decor to help the safe mobility of a visually impaired person.

Allocating some of the disabled employee's duties to another employee:

For example:

An employer reallocates minor or subsidiary duties to another employee as a disabled employee has difficulty doing them because of their disability. For example, the job involves occasionally going onto the open roof of a building but the employer transfers this work away from an employee whose disability involves severe vertigo.

Transferring the employee to fill an existing vacancy:

For example:

An employer should consider whether a suitable alternative post is available for an employee who becomes disabled (or whose disability worsens), where no reasonable adjustment would enable the employee to continue doing the current job. This might also involve retraining or other reasonable adjustments such as equipment for the new post or a transfer to a position on a higher grade.

Altering the employee's hours of working or training:

For example:

An employer allows a disabled person to work flexible hours to enable them to have additional breaks to overcome fatigue arising from their disability. It could also include permitting part-time working, or different working hours to avoid the need to travel in the rush hour if this is a problem related to an impairment. A phased return to work with a gradual build-up of hours might also be appropriate in some circumstances.

Assigning the employee to a different place of work or training:

For example:

An employer relocates the work station of a newly disabled employee (who now uses a wheelchair) from an inaccessible third floor office to an accessible one on the ground floor. If the employer operates from more than one workplace, it may be reasonable to move the employee's place of work to other premises of the same employer if the first building is inaccessible and the other premises are not.

Allowing the employee to be absent during working or training hours for rehabilitation, assessment or treatment.

For example:

An employer allows a disabled person who has recently developed a condition to have more time off work than would be allowed to non-disabled employees to enable them to have rehabilitation. A similar adjustment would be appropriate if a disability worsens or if a disabled employee needs occasional treatment anyway.

Giving, or arranging for, training or mentoring (whether for the disabled employee or any other employee). This could be training in particular pieces of equipment which the disabled employee uses, or an alteration to the standard workplace training to make sure it is accessible for the disabled employee.

For example:

All employees are trained in the use of a particular machine but an employer provides slightly different or longer training for an employee with restricted hand or arm movements, or training in additional software for a visually impaired person so that they can use a computer with speech output.

For example:

An employer provides training for employees on conducting meetings in a way that enables a Deaf staff member to participate effectively.

For example:

A disabled person returns to work after a six-month period of absence due to a stroke. Their employer pays for them to see a work mentor, and allows time off to see the mentor, to help with their loss of confidence following the onset of their disability.

Acquiring or modifying equipment:**For example:**

An employer might have to provide special equipment (such as an adapted keyboard for someone with arthritis or a large screen for a visually impaired employees), an adapted telephone for someone with a hearing impairment, or other modified equipment for disabled employees (such as longer handles on a machine).

You do not have to provide or modify equipment for personal purposes unconnected with a employee's job, such as providing a wheelchair if a person needs one in any event but does not have one. This is because the disadvantages do not flow from things you have control over.

Modifying instructions or reference manuals:**For example:**

The format of instructions and manuals might need to be modified for some disabled employees (such as being produced in Braille or on audio CD) and instructions for people with learning disabilities might need to be conveyed orally with individual demonstration or in Easy Read.

Modifying procedures for testing or assessment:

For example:

An employee with restricted manual dexterity who was applying for promotion would be disadvantaged by a written test, so the employer gives that person an oral test instead.

Providing a reader or interpreter:

For example:

An employer arranges for a colleague to read hard copy post to an employee with a visual impairment at particular times during the working day. Alternatively, the employer might hire a reader.

Providing supervision or other support:

For example:

An employer provides a support worker or arranges help from a colleague, in appropriate circumstances, for someone whose disability leads to uncertainty or lack of confidence.

Allowing a disabled employee to take a period of disability leave:

For example:

An employee who has cancer needs to undergo treatment and rehabilitation. Their employer allows a period of disability leave and permits them to return to their job at the end of this period.

Participating in supported employment schemes, such as WORKSTEP.

For example:

A person applies for a job as an office assistant after several years of not working because of depression. They have been participating in a supported employment scheme where they saw the job advertised. As a reasonable adjustment the person asks the employer to let them make private phone calls during the working day to a support worker at the scheme.

Modifying disciplinary or grievance procedures:

For example:

An employee with a learning disability is allowed to take a friend (who does not work with them) to act as an advocate at a meeting with the person's employer about a grievance. Normally the employer allows employees to be accompanied only by work colleagues. The employer also makes sure that the meeting is conducted in a way that does not disadvantage or patronise the disabled employee.

Adjusting redundancy selection criteria:

For example:

An employee with an autoimmune disease has taken several short periods of absence during the year because of the condition. When their employer is taking the absences into account as a criterion for selecting people for redundancy, they discount these periods of disability-related absence.

It may sometimes be necessary for an employer to take a combination of steps.

For example:

A woman who is blind is given a new job with her employer in an unfamiliar part of the building. The employer:

- Arranges facilities for her assistance dog in the new area
- Arranges for her new instructions to be in Braille, and
- Provides disability equality training to all staff.

In some situations, a reasonable adjustment will not work without the co-operation of other employees. Your other staff may therefore have an important role in helping make sure that a reasonable adjustment is carried out in practice. You must make Sure that this happens. It is unlikely to be a valid 'defence' to a claim under equality law for a failure to make reasonable adjustments to argue that an adjustment was unreasonable because your other staff were obstructive or unhelpful when you tried to make an adjustment happen. You would at least need to be able to show that you took all reasonable steps to try and resolve the problem of the attitude of your other staff.

For example:

An employer makes sure that an employee with autism has a structured working day as a reasonable adjustment. As part of the reasonable adjustment, it is the responsibility of the employer to make sure that other employees co-operate with this arrangement.

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MENOPAUSE POLICY AND GUIDANCE V1.0

Roles and Responsibilities

Employees:

- Taking a personal responsibility to look after their health;
- Being open and honest in conversations with managers/HR and Occupational Health;
- If a member of staff is unable to speak to their line manager, or if their line manager is not supporting them, they can speak to HR (hrdirect@denbighshire.gov.uk), their Union, or the occupational health team (occupational.health@denbighshire.gov.uk)
- Contributing to a respectful and productive working environment;
- Being willing to help and support their colleagues;
- Understanding any necessary adaptations their colleagues are receiving as a result of their menopausal symptoms.

Line Managers (see Appendix 1 for Managers' Guidance)

- Familiarise themselves with the Menopause Policy and Guidance;
- Be ready and willing to have open discussions about menopause, appreciating the personal nature of the conversation, and treating the discussion sensitively and professionally;
- Use the guidance in Appendices 1 and 2, signposting and reviewing together, before agreeing with the individual how best they can be supported, and any adaptations required;
- Record adaptations agreed, and actions to be implemented;
- Ensure ongoing dialogue and review dates;
- Ensure that all agreed adaptations are adhered to.
- Where adaptations are unsuccessful, or if symptoms are proving more problematic, the Line Manager may:
 1. Discuss a referral to Occupational Health for further advice;
 2. Refer the employee to Occupational Health if appropriate;
 3. Review Occupational Health advice, and implement any recommendations, where reasonably practical;

4. Update the action plan, and continue to review.

Occupational Health

- Carry out an holistic assessment of individuals as to whether or not menopause may be contributing to symptoms/wellbeing, providing advice and guidance in line with up-to-date research;
- Signpost to appropriate sources of help and advice (refer to Appendix 2 for more information);
- Provide support and advice to HR and Line Managers in determining and agreeing adaptations, if required;
- Monitor referrals due to menopause symptoms, and provide additional signposting, where required;
- Review the Menopause Advice Sheet (see Appendix 2), and keep this up to date.

Human Resources (HR)

- Offer guidance to managers on the interpretation of this Policy and Guidance;
- Attend any training sessions made available;
- Monitor and evaluate the effectiveness of this policy in respect of related absence levels and performance.

Introduction

The council is committed to providing an inclusive and supportive working environment for everyone who works here.

Menopause is a natural part of every woman's life, and it isn't always an easy transition. With the right support, it can be much better. Whilst every woman does not suffer with symptoms, supporting those who do will improve their experience at work.

Menopause should not be taboo or 'hidden'. We want everyone to understand what menopause is, and to be able to talk about it openly, without embarrassment. This is not just an issue for women, men should be aware too.

The changing age of the UK's workforce means that between 75% and 80% of menopausal women are in work. Research shows that the majority of women are unwilling to discuss menopause-related health problems with their line manager, nor ask for the support or adaptations that they may need.

This policy sets out the guidelines for employees and managers on providing the right support to manage menopausal symptoms at work. It is not contractual, and does not form part of the terms and conditions of employment – however, if the council wishes to amend the Menopause Policy, employees will be consulted on proposed changes via the recognised Trade Unions.

Aims

The aims of this policy are to:

- Foster an environment in which employees can openly and comfortably instigate conversations, or engage in discussions about menopause.
- Ensure everyone understands what menopause is, can confidently have good conversations, and are clear on the council's policy and practices, supported by Human Resources and Occupational Health.
- Educate and inform managers about the potential symptoms of menopause, and how they can support women at work.
- Ensure that women suffering with menopause symptoms feel confident to discuss it, and ask for support and any adaptations so they can continue to be successful in their roles.
- Reduce absenteeism due to menopausal symptoms.
- Assure women that we are a responsible employer, committed to supporting their needs during menopause.

Definitions

Menopause:

Is defined as a biological stage in a woman's life that occurs when she stops menstruating, and reaches the end of her natural reproductive life. Usually, it is defined as having occurred when a woman has not had a period for twelve consecutive months (for women reaching menopause naturally). The average age for a woman to reach menopause is 51, however, it can be earlier or later than this due to surgery, illness or other reasons.

Perimenopause:

Is the time leading up to menopause when a woman may experience changes, such as irregular periods or other menopausal symptoms. This can be years before menopause.

Post menopause:

Is the time after menopause has occurred, starting when a woman has not had a period for twelve consecutive months.

Symptoms of Menopause

It is important to note that not every woman will notice every symptom, or even need help or support. However, 75% of women do experience some symptoms, and 25% could be classed as severe.

Symptoms can manifest both physically and psychologically including, but not exclusively, hot flushes, poor concentration, headaches, panic attacks, heavy/light periods, anxiety, and loss of confidence. Some women also experience difficulty sleeping.

Overview and Guidance for Managers and Women

The menopause is a natural part of ageing for women. The medical definition of the menopause is when a woman has her last period. It usually occurs between 45 and 55 years of age, although it can occur any time up to a women's mid-60s. A premature menopause can occur, with periods stopping before the age of 40, either naturally or as an effect of a medical condition or its

treatment. Around 1 in 100 women will experience a premature menopause and this of course can be at a time when still planning to conceive.

Around 30-60% of women experience intermittent physical and/or psychological symptoms during the menopause. These are associated with a decrease in the body's production of the hormone oestrogen. For some, symptoms include hot flushes, night sweats and related symptoms such as sleep disruption, fatigue and difficulty concentrating. Hot flushes are short, sudden feelings of heat, usually in the face, neck and chest, which can make the skin red and sweaty. Severe flushes can cause sweat to soak through clothing. Mood disturbances, anxiety and depression are also reported. Symptoms on average continue for four years from the last period, and 1 in 10 women experience symptoms for up to 12 years.

These symptoms can adversely affect the quality of both personal and working life⁵. At work, they can cause embarrassment, diminish confidence and can be stressful to deal with. The menopause may be compounded by the development of other health conditions, as well as coinciding with caring responsibilities for ageing parents and relatives. Some women may also still have children living at home.

There is good reason to consider the needs of this group of workers. In 2016, the employment rate for women in the UK of nearly 70% was among the highest since records began in 1971. Over the last four years the number of women over the age of 50 has also increased: a trend predicted to continue. Employers have responsibilities for the health and safety of all their employees, but there are also clear business reasons for proactively managing an age-diverse workforce. Some employers have been slow to recognise that women of menopausal age may need specific considerations and many employers do not yet have clear processes to support women coping with menopausal symptoms.

These practical guidelines aim to help women experiencing troublesome menopausal symptoms, and to support them and their colleagues and managers in tackling the occupational aspects of menopausal symptoms.

Guidance for managers/employers

Regular, informal conversations between manager and employee may enable discussion of changes in health, including issues relating to the menopause. It may be valuable simply to acknowledge this is a normal stage of life and that adaptations can easily be made. Such conversations can identify support at work that can help women remain fully productive and encourage them to discuss any relevant health concerns with their GP. Employees should be able to expect respectful behaviours at work including those that relate to their gender and age. The provision of information (for example, see the infographic that accompanies this guidance (<http://fom.ac.uk/menopause>)) may be helpful in these discussions and for more general awareness-raising. However,

employers need to recognise that some women may be reluctant to have discussions about their experience of the menopause with their manager and an occupational health professional can be very useful.

There are recommendations about working conditions for menopausal women produced by the European Menopause and Andropause Society (EMAS). These are adapted below:

- Provide training for employees and managers to raise awareness and convey that the menopause can present difficulties for some women at work.
- Facilitate discussion about troublesome symptoms. Employers can help by communicating that health-related problems such as those experienced during the menopause are normal.
- Review control of workplace temperature and ventilation and see how they might be adapted to meet the needs of individuals.
- This might include having a desktop fan in an office, or locating a workstation near an opening window or away from a heat source.
- Consider flexible working hours or shift changes. If sleep is disturbed, later start times might be helpful.
- Provide access to cold drinking water in all work situations, including off site venues.
- Ensure access to wash room facilities and toilets, including when travelling or working in temporary locations.

Additional considerations may be required for specific occupations or locations. For example:

- Where uniforms are compulsory, flexibility is helpful. This might include the use of thermally comfortable fabrics, optional layers, being allowed to remove neckties or jackets, as well as the provision of changing facilities.
- Where work requires constant standing or prolonged sitting, having access to a rest room (e.g. to sit during work breaks) would be helpful, as would space to move about for those women in sedentary roles.
- In customer-focused or public-facing roles, it may help to have access to a quiet room for a short break so as to manage a severe hot flush.

Severe menopausal symptoms and their consequences may combine to have a substantial adverse effect on normal day to day activities – potentially meeting the legal definition of a disability under the Equality Act.

Monitoring the projected age distribution of the workforce will enable employers to be proactive about the needs of their employees, avoiding a reactive approach to age-related health issues. Advice from occupational health professionals can support human resource policy. Information for employers about how to promote a diverse and inclusive workforce encompassing women of

menopausal age can be obtained from a variety of sources such as the Advisory, Conciliation and Arbitration Service (www.acas.org.uk), the Chartered Institute of Personnel and Development (www.cipd.co.uk) and other professional bodies.

Embedding the menopause in a wider health and wellbeing agenda may help encourage discussion of issues related to supporting longer working lives.

Guidance

For women who find their menopausal symptoms are affecting their wellbeing and their capacity to work:

- Find out more about the menopause from available sources of information (see suggestions at the end of this guidance).
- See your GP for advice on available treatment options.
- Discuss your practical needs with your line manager, HR or another manager you feel comfortable talking to.
- Use technology where this is helpful, e.g. for reminders or note taking.
- If there is an occupational health service available, make an appointment to discuss support and possible work adaptations.
- If those you work with are supportive, this can make a big difference. Talk about your symptoms and solutions with colleagues, particularly those who are also experiencing symptoms, use humour to deflect embarrassment, and work out your preferred coping strategies and working patterns.
- Avoid hot flush triggers (such as hot food and drinks) especially before presentations or meetings.
- Consider relaxation techniques such as mindfulness and other potentially helpful techniques such as cognitive behavioural therapy, as these can help reduce the impact of symptoms.
- Consider lifestyle changes such as weight reduction, smoking cessation and exercise.

It is important to be aware that the menopause is a natural and temporary stage in women's lives and that not all women experience significant symptoms. The menopause has been regarded as a taboo subject. But this is changing as employers gradually acknowledge the potential impact of the menopause on women and become aware of the simple steps they can take to be supportive.

Managers' Guidance for employee discussions

We recognise that every woman is different, and it is, therefore, not feasible to set out a structured set of specific guidelines.

All advice is given, and written, in accordance with the Faculty of Occupational Medicine (FOM) recommendations and best practice.

If an employee wishes to speak about their symptoms, or just to talk about how they are feeling (they may not recognise themselves that they are symptomatic), or if a male employee wishes to speak about a family member, please ensure that you:

- Allow adequate time to have the conversation;
- Find an appropriate room to preserve confidentiality;
- Encourage them to speak openly and honestly;
- Suggest ways in which they can be supported (see symptoms below) – hand out the Menopause Advice Sheet (Appendix 2);
- Agree actions, and how to implement them (you should use the template at Appendix 1a to record the meeting, so that all parties agree what has been discussed, and the next steps, before the meeting ends). Ensure that this record is treated as confidential, and is stored securely.
- Agree if other members of the team should be informed, and by whom;
- Ensure that designated time is allowed for a follow up meeting. Do not rely on quick queries during chance encounters in the corridor or break room.

Symptoms Support

Symptoms can manifest both physically and psychologically, including, but not exhaustively or exclusively; support for women should be considered as detailed below:

Hot Flushes:

- Request temperature control for their work area, such as a fan on their desk (where possible a USB connected desk fan to ensure environmentally friendly) or moving near a window, or away from a heat source;
- Easy access to drinking water;

- Be allowed to adapt prescribed uniform, such as by removing a jacket;
- Have access to a rest room for breaks if their work involves long periods of standing or sitting, or a quiet area if they need to manage a severe hot flush.

Heavy/light Periods:

- Have permanent access to toilet and wash facilities;
- Request an extra uniform;
- Ensure sanitary disposable products are available in toilet facilities.
- Provide storage space for a change of clothing if required.

Headaches:

- Have ease of access to fresh drinking water;
- Offer a quiet space to work;
- Offer noise-reducing headphones to wear in open offices;
- Have time out to take medication if needed.

Difficulty Sleeping:

- Ask to be considered for flexible working, particularly suffering from a lack of sleep.
- Consider homeworking if appropriate to the employees role, if fatigued to reduce travelling etc.
- Agree time out from others, when required.
- Identify a 'buddy' for the colleague to talk to – outside of the work area;
- Identify a 'time out space' to be able to go to 'clear their head';
- Contact the council's Employee Assistance Programme provider on

Loss of Confidence:

- Ensure there are regular Personal Development Discussions;
- Have regular protected time with their manager to discuss any issues;
- Offer coaching to the individual which might help with confidence;
- Offer reassurance about a person's value and worth in the organisation
- Have agreed protected time to catch up with work.

Poor Concentration:

- Discuss if there are times of the day when concentration is better or worse, and adjust working pattern/practice accordingly;
- Review task allocation and workload;
- Provide books for lists, action boards, or other memory-assisting equipment;
- Offer quiet space to work;
- Offer noise-reducing headphones to wear in open offices;
- Reduce interruptions;
- Have agreements in place in an open office that an individual is having 'protected time', so that they are not disturbed;
- Have agreed protected time to catch up with work.

Anxiety:

- Promote counselling services provided by EAP.....
- Identify a 'buddy' for the colleague to talk to – outside of work their area;
- Be able to have time away from their work to undertake relaxation techniques;
- Undertake mindfulness activities such as breathing exercises, or going for a walk.

Discuss whether the member of staff has visited their GP. Depending on the discussion, this may be the next step suggested, particularly if the areas of difficulty are sleeping, panic attacks or anxiety.

If they have visited their GP, and are being supported by them, it may be helpful at this point to make an Occupational Health referral to give specific advice regarding the workplace.

Confidential Employee Discussion Template

Employee Details

Name:	DOB:
Department:	Job Title:

Managers Name:

Present at meeting:	
Date of meeting:	

Summary of Discussion:

Agreed Actions/Adaptations:

Date of review meeting:	
Signed:	Employee
	Manager

References and links

All colleagues can access **counselling** by contacting on....., by emailing....., or online at.....

National Institute for Health and Care Excellence (NICE) guidelines. These explain how your GP will determine what types of treatments and interventions they can offer you. You can find out more on their website.

The **National Health Service** provides an overview of menopause. You can find more on their website

Menopause information. The Royal College of Obstetricians and Gynaecologists offer further information their dedicated area of their website.

Premature Ovarian Insufficiency (POI) information and support on very early menopause. You can find out more their website.

Further Sources of Information

- <http://www.menopausematters.co.uk/>
- The Daisy Network – <https://www.daisynetwork.org.uk/about-us/what-we-do/>
- Healthtalk.org – <http://www.healthtalk.org/peoples-experiences/late-life/menopause/topics>
- Women’s Health Concerns – <https://www.womens-health-concern.org/help-and-advice/factsheets/focus-series/menopause/>
- The Menopause Exchange – <http://www.menopause-exchange.co.uk/>
- NICE Menopause: diagnosis and management – <https://www.nice.org.uk/guidance/ng23>
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Appendix Figure 4

Denbighshire County Council
Alcohol and Substance Misuse Policy

Denbighshire County Council

Alcohol and Substance Misuse Policy

Policy Statement

Denbighshire County Council (DCC) is committed to providing a safe, healthy and productive working environment for all employees, contractors, customers and visitors involved in its operation. This policy sets out the council's aims in reducing and managing alcohol and drug problems in the workplace. Denbighshire County Council endeavours to ensure that employee's use of either alcohol or illegal or other substances does not impair the safe and efficient running of the council or the health of its employees.

Employees (including volunteers and contractors) must not consume or be under the influence of alcohol, illegal drugs /substances or legal highs during working hours. *(Including breaks, when on-call or stand by)*

As it is difficult to predict the time it takes for an individual to eliminate alcohol and or illegal substances/legal highs from the body, the effects may still be apparent some time afterwards and impair the person's ability to carry out their work safely or effectively.

It is not acceptable for individuals to report for work suffering from the after effects of consuming alcohol or illegal substances/legal highs.

Employees must be made aware that to use, possess, consume, store or sell alcohol or drugs on any DCC premises, will be considered as gross misconduct. The organisations Disciplinary Policy will be invoked leading to disciplinary action being taken, which may include dismissal.

Contents	Page(s)
<u>Introduction</u>	
<u>Policy Aims</u>	
<u>Application/Scope of Process</u>	
<u>Engagement/Participation/Consultation</u>	
<u>Legal & Other References</u>	
<u>Policy Details</u>	
<u>Supporting Documents</u>	

Roles and Responsibilities

Employees have a responsibility:

- to not drink alcohol or use drugs (including legal highs) during contracted working hours;
- to not drink alcohol or use drugs (including legal highs) during breaks or immediately before work;
- to not drink immediately prior to, or when “on call”;
- to not operate machinery or drive a vehicle (whether council owned or private when on council business) whilst under the influence of alcohol or drugs (including legal highs)
- to consider the adverse impression caused by the smell of alcohol on their breath;
- to be familiar with the policy;
- to be more aware of alcohol and drugs issues and act accordingly;
- to seek help if worried about their own drinking/drug habits;
- to avoid covering up or colluding with colleagues;
- to encourage colleagues to seek help if they have any worries about substance usage.

Managers have a specific responsibility:

- to set a good example and be familiar with the policy;
- to ensure that employees are familiar with the policy and understand their role within it;
- to be aware of the effects/signs of alcohol and drug misuse and to monitor changes in performance, attendance etc;
- to intervene early when there are signs of problems and agree a support programme for the employee;
- to develop sensitive interviewing skills and be able to adopt a non-judgmental approach;
- to accept that employees with a problem will not always be ready, or willing to disclose the problem;
- to set a good example through responsible use of alcohol;
- to ensure employees are aware of the adverse impression caused by the smell of alcohol on the breath of an employee on colleagues and particularly where their job involves direct dealings with the public
- to refer employees for assistance as appropriate;
- to be aware of aspects of the work situation which may contribute to future problems e.g. stressful shift patterns.

The Occupational Health Advisor has a responsibility:

- to provide information about alcohol and drugs;
- to respond to referrals and provide an assessment service;
- to provide an impartial, confidential counselling service for employees (which may involve referral to another agency).

HR has a responsibility:

- to refer employees for further help or assistance as necessary.
- to provide relevant training for the implementation of the policy;

- to advise and work with managers in implementing the policy and/or other policies , if appropriate;

The Trade Unions have a responsibility:

- to help and advise employees at work.
- to assist with dissemination of the policy;
- to advise members of their rights and responsibilities under the policy;

Introduction

Employees taking illegal or other substances and/or drinking alcohol to excess or at inappropriate times in relation to their employment become a liability to the council when:

- it interferes with an employee's attendance or performance at work.
- it affects the safety of themselves or other people
- its symptoms offend other people

Therefore employees should not drink alcohol or use illegal or misuse other substances (including legal highs) during contractual hours, immediately before work, during breaks, or whilst undertaking paid home working or “on call”.

Denbighshire County Council recognises that employees dealing with a dependency will need support and assistance. This policy aims to ensure that those who are dependent on alcohol or illegal or other substances and those with alcohol and substance misuse related problems, will be treated sympathetically, fairly and consistently and they will be encouraged to seek help and assistance. However if the employee is unwilling to seek medical assistance or there is no improvement in their attendance, performance or conduct once any support is underway, disciplinary action may follow.

All opportunities for increasing an understanding of alcohol and drug related problems and informing employees of the existence of the policy and its procedures will be used. Managers will be offered training to assist them in implementing this policy effectively, enabling them to offer support to employees where appropriate.

Incidents resulting in irresponsible behavior or conduct will be treated as Gross Misconduct under the Disciplinary Policy. This includes the use of council owned vehicles or operating other machinery whilst under the influence of alcohol or illegal or other substances, or driving privately owned vehicles whilst on council business.

The possession, use and/or supply of illegal substances/ legal highs is strictly forbidden. Illegal activities will not be tolerated by the council and will be reported to the Police and a full investigation will be conducted and dealt with under the Disciplinary Policy. Such offences will be regarded as Gross Misconduct which could lead to dismissal.

No job applicant or employee will experience discrimination, harassment or bullying, or receive less favourable treatment because of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

For the purpose of this policy, the word “drugs” is hereafter used to refer to illegal substances or the misuse of other substances (including legal highs). It does not refer to drugs which are prescribed or taken for medicinal purposes.

Aims

- To ensure the council complies with appropriate legislation
- Reassure employees that matters relating to alcohol and substance abuse will, as far as possible, be dealt with sympathetically and in confidence.
- To minimise the risks associated with alcohol and drugs in the workplace
- To have clear rules regarding alcohol and drugs in the workplace
- To promote the health and well being of employees by raising the awareness of the hazardous effects of alcohol and drug abuse
- To encourage the early identification of employees who may be experiencing alcohol or drug problems.
- To encourage and assist employees who suspect or know they have a problem with alcohol or drugs to seek help, in confidence, at an early stage
- To provide training and support to line managers to ensure they are equipped to support employees experiencing problems.

Application/Scope of Process

The policy applies to all council employees with the exception of:-

- Employees appointed by a School Governing Body

The policy and procedures will apply to full-time, part-time, fixed term and temporary employees who have an employment contract with the council, regardless of the hours worked.

Engagement /Participation/Consultation

This policy has been drafted taking account issues raised by employees attending Staff Road shows & Breakfast meetings. It has also been consulted and negotiated with the Senior Leadership Team, managers and Trade Unions.

Legal & Other References

Under Section 2 of **The Health & Safety at Work Act 1974** the council has a duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all employees. Under Section 7 of the Act, employees are also required to take reasonable care of themselves and others who could be affected by what they do. Consequently, an employee may be subject to criminal prosecution if their drug or alcohol abuse results in an increased risk.

The **Transport & Works Act 1992** makes it a criminal offence for certain workers to be unfit through drink or drugs while working on railways, tramways and other guided systems.

The **Misuse of Drugs Act 1971** makes it an offence for a person knowingly to allow drugs to be used, kept or supplied on his/her premises. It is also illegal to ignore such occurrences.

Some secondary illnesses arising from the misuse of alcohol or drugs may fall within the definition of 'disability' in accordance with the **Equality Act 2010**, and such cases will be treated in accordance with the Act.

The Management of Health and Safety at Work Regulations 1999 requires employers to carry out a risk assessment to identify hazards in the workplace and put measures in place to minimise these risks.

Policy Details

Social Events/Office Parties

The consumption of alcohol when entertaining customers or clients during normal working hours (including lunch times) is forbidden.

Where social events are attended at lunchtimes, employees must not consume alcohol or take drugs if they are planning to return to work, in accordance with the rules of this Policy. It is assumed that employees attending social events where alcohol will be consumed will not be returning to work that day. The flexible working policy may be utilised for this purpose.

Prescribed Medication

It is acknowledged that some prescription medications may impair a person's ability to perform certain tasks / work duties safely. Individuals should seek advice from their GP or the Occupational Health Department when starting this type of medication.

Legal Highs (Psychoactive Substances)

New psychoactive substances – often and misleadingly called legal highs – contain one or more chemical which produces similar effects to illegal drugs such as cocaine, cannabis and ecstasy.

None of these drugs since the introduction of the Psychoactive Substances Act 2016 are legal to produce, supply or import (even for personal use) for human consumption. This includes selling them or giving them away for free (even to friends) when they are going to be taken to get high.

Not enough is known about these drugs to know their potency, the effects on people, or what happens when they are used with other substances or alcohol.

The main effects of almost all psychoactive drugs can be described using four main categories:

- Stimulants
- Downers or sedatives
- Psychedelics or hallucinogens
- Synthetic cannabinoids

They come as powders, pills, capsules or lollypops, you really can't be sure of what is in a legal high or what effect it is likely to have.

Capability and Conduct

Capability

The council recognises that there are two types of misuse, those associated with dependent alcohol or substance misuse and those with non-dependent alcohol or substance misuse.

Every effort will be made to deal with the situation sympathetically and in confidence. If substance or alcohol misuse is suspected, or if the employee has confided that they have an alcohol or drug addiction, then the employee should be advised to seek immediate advice and guidance from the councils Occupational Health department.

If a manager identifies capability related issues concerning absenteeism, accident levels, work performance or behaviour, or any other observations, and alcohol or substance misuse is suspected, then they will meet with the employee to discuss the reasons for their concerns. Please refer to the Manager Flowchart for Dealing with Suspected Problems and advise Occupational health.

It is in the employee's best interests to be honest about the reasons at an early stage so that support can be offered at the earliest opportunity.

Employees who's over indulgence in alcohol or other illegal substances (including legal highs) results in an isolated incident of rowdy, reckless, dangerous or inappropriate behavior in the workplace may be regarded as non-dependent users and their behavior will be dealt with as misconduct through the Disciplinary Policy.

Dependent alcohol or substance users are normally regarded as having an ill-health problem and should be dealt with like any other illness affecting their work, performance or attendance, normally dealt with under the Attendance at Work Procedure or Capability Policies. However in certain circumstances, it may be appropriate to invoke the disciplinary procedure.

Following referral to Occupational Health a programme of support will be agreed with the employee, which will include recommendations from the Occupational Health Adviser, where appropriate. A three way contract may be agreed to include a programme of support which may include the following:

- A period of sickness absence in order to initiate treatment / counselling;
- Arranging either in house counselling through the Occupational Health department or an appropriate specialist organisation.
- Arranging assessment and/or counselling through CAIS Ltd or any of the other specialist organisations.

- Reallocating certain aspects of work, either for a specified period or permanently – this will be done in accordance with the Attendance at Work procedure which states that there is no pay protection for such adjustments;
- Additional training or retraining;
- Review of workload;
- Risk assessment of post to ensure all Health and Safety Implications have been addressed.
- Agreement to review progress on a regular basis.

(this list is not exhaustive)

The council will grant time off for professional counselling sessions; however, this is expected to be in an employee's own time with the use of flexible working. Employees are entitled to receive the normal benefits under the council's sick pay provisions. Employees may be asked to provide evidence of attendance.

The employee will be expected to actively participate in any support programme discussed. If they fail to do so, or the advice and/or support programme are rejected or ignored, the matter will be pursued through either Capability procedure or the Disciplinary policy.

If medical grounds for incapability are established, there may be a case for termination of employment on grounds of ill-health. In which case reference should be made to the Attendance at Work procedure and advice on the procedure is available from HR.

Conduct

Attendance at work where the rules of this policy are breached, such as someone reporting for work clearly under the influence of alcohol or drugs or suffering from the effects of alcohol or drugs will be classed as a conduct issue and will be dealt with under the normal disciplinary procedures.

As the council does not test for drugs or alcohol, a manager may draw the conclusion that someone is under the influence of alcohol or drugs, merely based on the fact that they can smell alcohol on an employee's breath, affecting work, health and safety issues or because of erratic or irrational behaviour. (Please refer to Appendix 1. a note of caution).

If an employee arrives for work and they are suspected of being under the influence of alcohol or drugs, then they will be advised that there is reason to believe this and that they are therefore not permitted to remain in work due to Health and Safety risks. Arrangements should be made for them to go home (they should not be allowed to drive their car if they have one). They should be asked to come in to work the next day to discuss their conduct. Upon arrival at work the next day, the employee will be interviewed to find out why they came to work in the condition they did. The employee should be given the opportunity to have a Trade Union representative or a work colleague at this meeting if they wish. Lack of availability of representation should not be a

reason to delay this meeting, and an alternative person may be sought if appropriate. The manager will then decide on the appropriate action. HR advice should be sought prior to this meeting.

The council may be held vicariously liable where an employee drives a council vehicle and is found to be under the influence of alcohol (or drugs) in the event of an accident. Therefore it is the responsibility of the supervisor or manager to ensure that they are satisfied that all employees required to drive council vehicles (or their own vehicles whilst on council business) within their department are not suspected of being under the influence of alcohol or drugs. To knowingly do so will be regarded as a failure to perform their duty to an acceptable standard and/or negligence.

Alcohol or drug misuse outside work

- In circumstances where an individual is not suspected of being under the influence of alcohol or drugs at work, but where it is suspected that their performance/conduct at work has deteriorated as a result of alcohol or drug misuse outside work, their manager will investigate the circumstances at the earliest opportunity. This may require the employee to be suspended on full pay during this investigation. If the allegations are substantiated then the manager will decide whether the conduct or capability route will be pursued.

- Employees who are “on call” outside normal working hours will be expected to refrain from the consumption of alcohol and/or drugs prior to the period during which they are “on call” and during the “on call” period. Where an employee is found to be under the influence of alcohol or drugs, or gives the reason not to go on duty as being under the influence of alcohol or drugs, this will be treated as a conduct issue in accordance with this policy and may result in disciplinary action.

- Employees who are asked to respond to unplanned emergency call- outs will be expected to declare to the caller, if they are not capable of carrying out their duties due to their recent consumption of alcohol or drugs, that they are unable to respond for this reason.

When is it an Issue of Gross Misconduct?

Under the influence

Being in the possession of, or under the influence of, non-prescribed illegal drugs or legal highs during working hours, and being under the influence of alcohol during working hours are both regarded as Gross Misconduct under the council’s Disciplinary Policy. If it is suspected that an employee is under the influence of alcohol or drugs whilst on duty the individual may be suspended, on full pay, pending an investigation. If the allegations are substantiated through a disciplinary hearing and regarded as gross misconduct, which could result in dismissal.

Possessing/Supplying/Offering to Supply Controlled Drugs

If an employee is suspected of possessing or supplying or offering to supply

controlled drugs/legal highs they will be suspended, on full pay, pending an investigation. If the allegations are substantiated through a disciplinary hearing and regarded as gross misconduct, this will warrant summary dismissal.

The council is under a legal obligation to inform the Police, who may wish to pursue criminal proceedings. Managers and/or employees should seek the advice of HR in this matter.

This approach may be taken if an individual is suspected of possessing or supplying controlled drugs or legal highs either inside or outside work.

Failure to Improve Performance/Conduct/Attendance

Where alcohol or drug abuse affects an employees performance, conduct or attendance record and they refuse the opportunity to seek help, or having accepted help and support, the employee reverts back to the problems regarding performance, conduct or attendance, this may result in disciplinary action on the grounds of either conduct or capability, which could also result in dismissal.

Conduct or Actions Outside the workplace Bringing Disrepute or a Breach in Trust and Confidence

- Conduct outside the workplace would not normally be a matter for the council. However, there may be justification in taking action where the use of alcohol or drugs outside work either brings the council into disrepute or it undermines the council's trust and confidence in the employee. Grounds for gross misconduct may apply if:
- Conduct or actions outside the work place make the employee unsuitable for the job they do
- Where conduct causes (potential) damage to the council's reputation;
- Where the conduct is unacceptable (for good reason) to the council that they continue to be employed

Examples:

- A security officer assaulting a police officer
- A manager assaults a subordinate at a private function
- A Social Worker for young people caught for substance abuse, causing concern for the adverse impression this would have on those for whom the Social Worker provided a service in work time

Employee Support

- Any individual seeking support regarding their alcohol or drug problem will be guaranteed strict confidentiality from Occupational Health and HR Department.

- Occupational Health and Counselling Support is available to Employees;
- Employees will be granted time off if necessary, to attend for medical appointments, receive treatment and participate in a programme designed to help recovery;

Monitoring and Review

- This policy will be reviewed within twelve months in the first instance to allow changes that result as part of the first year implementation of a new policy.
- The responsibility for reviewing this policy lies with the Health Safety and Welfare Committee.
- Monitoring of the use and compliance of this policy lies with HR Direct and Occupational Health who will feed back information to inform the review in 12mths.
- If employees have concerns about this policy they can be raised with their manager

Possible indicators of alcohol and drug misuse.

Attendance/Absenteeism

- Frequent unexplained absences
- Increased sickness absence
- Excessive absence with similar reasons e.g. stomach upsets, diarrhoea, 'flu.
- Frequent Friday or Monday absence
- Unexplained absences or disappearance from the workplace
- Poor timekeeping
- Late returning from breaks or leaving work early

Work Performance

- Lack of concentration and impaired memory
- Mistakes and errors of judgement
- Unreliability and unpredictability
- Reluctance to accept responsibility
- Improbable excuses for poor work

Changes in Personality and Behaviour

- Altered relationships with colleagues, changes of attitude, avoidance of company etc.
- Irritability or aggression
- Moodiness, depression, apathy
- Oversensitivity
- Changes in attitude to council
- Lethargy

Accidents

- Frequent accidents in or outside of work
- Careless handling of equipment
- Nature, frequency and timing of accidents e.g. in the mornings or immediately after lunch.

Physical Signs

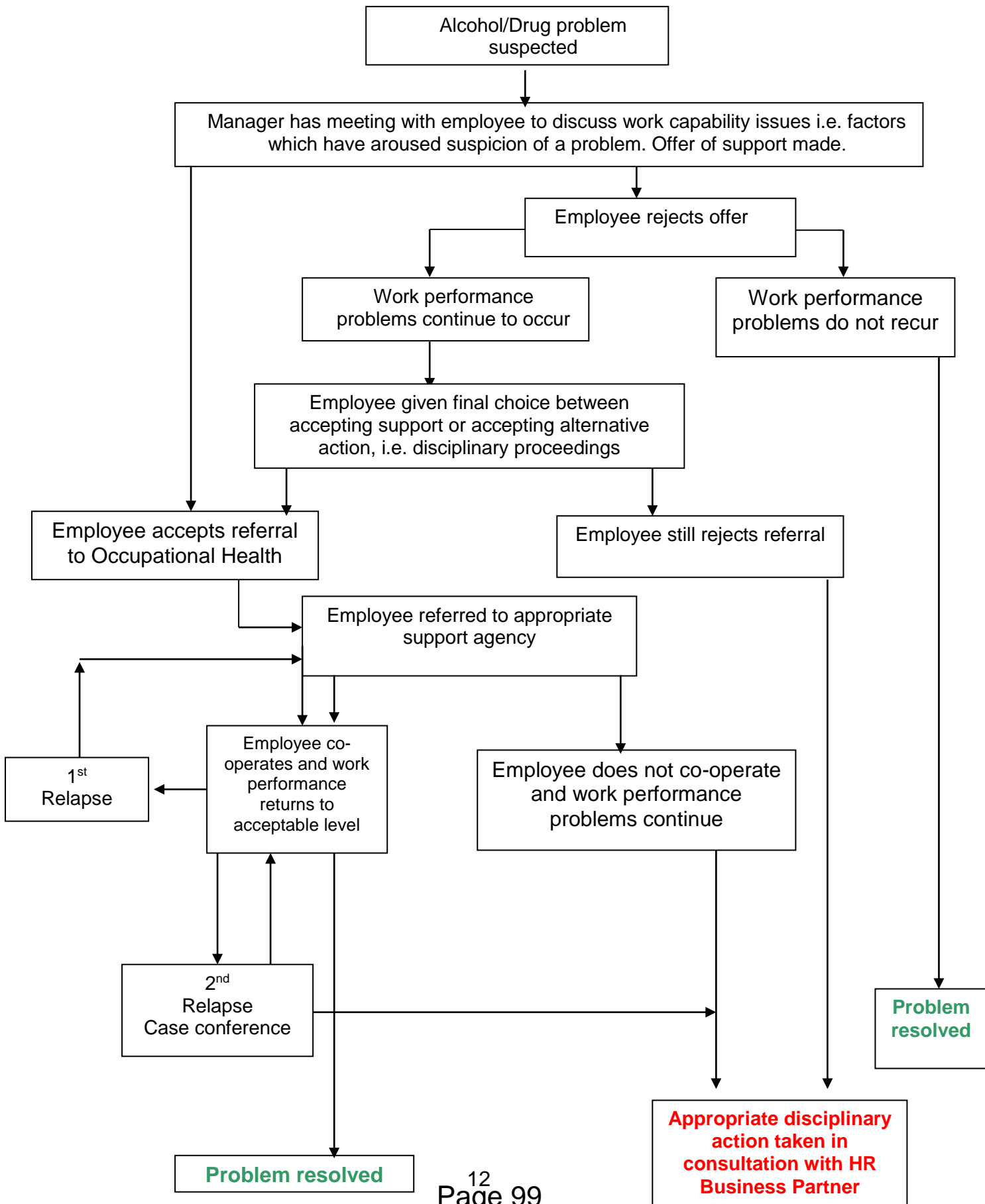
- Smelling of alcohol
- Under the influence of alcohol at work
- Facial flushing
- Puffy or bloodshot eyes
- Hand tremor
- Slurred speech
- Poor personal hygiene

A note of caution.....

Sometimes a person may appear drunk or under the influence of drugs. Be aware that this person may be diabetic and suffering from the effects of low blood sugar. If a diabetic develops symptoms of Hypoglycaemia (sudden loss of energy, hunger, sweating, dizziness, weakness, unsteadiness, headache, irritability, slurred speech, pins and needles), and they might lose consciousness in this event dial 999. They may be going into a hypoglycaemic coma.

Appendix 2

Manager Flowchart for Dealing with Suspected Problems



Appendix 3

Alcohol & Substance Misuse Checklist

Name:		Position:		
Location:		Line Manager:		
No.	Action Required	By	When	Complete
1.	Inform HR			
2.	Invite employee to meeting			
	- Support offered			
	- Occupational Health offered			
3.	Write to employee and confirm discussions			
	<i>Employee rejects offer of support – refer to number 4</i>			
	<i>Employee accepts offer of support – refer to number 9</i>			
	Employee Rejects Offer			
4.	Work performance problems do not recur – problem resolved			
5.	Work performance problems continue to occur			
6.	Invite employee to a meeting: - Discuss concerns with employee - Employee given final choice between accepting support or accepting alternative action			
7.	Write and inform employee of discussion			
8.	Employee still rejects, appropriate disciplinary action taken contact HR and Head of Service.			
	Employee Accepts Offer			
9.	Occupational Health referral with employee's consent			
10.	Occupational Health report received			
11.	Meeting arranged with HR/OH/employee/employee representative			
12.	Arrange time, date, place			
13.	Write to employee inviting them to a meeting			
14.	Hold the meeting			
15.	Write to employee confirming discussions			
16.	Monitor and review progress:			

	<ul style="list-style-type: none"> - Employee co-operates and work performance returns to acceptable level – problem resolved - Employee does not co-operate and work performance problems continue – appropriate disciplinary action contact HR Business Partner and Head of Service 			
17.	1 st relapse, advice sought from Occupational Health			
18.	Meeting arranged with HR/OH/employee/employee representative			
19.	Arrange time, date, place			
20.	Write to employee inviting them to a meeting			
21.	Hold meeting			
22.	Write to employee confirming discussions			
23.	Monitor and review progress			
24.	2 nd relapse, advice sought from Occupational Health			
25.	Meeting arranged with HR/OH/employee/employee representative			
26.	Arrange time, date, place			
27.	Write to employee inviting them to a meeting			
28.	Hold meeting			
29.	Write to employee confirming discussions			
30.	Monitor and review progress			
31.	No improvement – disciplinary action contact HR Business Partner and Head of Service			

Signed : _____ **Date :** _____

Appendix 4

GENERAL GUIDANCE ON ALCOHOL CONSUMPTION and THE MAIN DRUG LAWS

It is important for employees to be aware that the effects of drinking alcohol may continue for a considerable period of time after drinking has finished. Alcohol depresses brain function and may affect judgement, self control, skills and performance. The potential influence of alcohol in an operational employee constitutes an avoidable risk to health and safety.

There have been a number of genuine reports of individuals failing the breathalyser test the morning after the night before. If you enjoy drinking it would be foolish to ignore the warning that these cases provide by assuming it only happens to very heavy drinkers. People's perception of heavy drinking varies considerably, and consumption which some people regard as normal drinking can lead to problems of this type.

It is possible that employees could unknowingly jeopardise their own safety and the safety of others by failing to appreciate how long it can take for the body to get rid of alcohol. The following information is provided so that you can make certain you will not be affected by alcohol whenever you are on duty and to ensure that unnecessary risk to yourself, your colleagues and the public is avoided.

Measurement of Alcohol Consumption

The conventional way of measuring alcohol consumption is based on the standard unit of alcohol. Obviously there are large differences in the alcohol concentration of different beverages, such as spirits, wine, beer, etc. There is also a great deal of variation in the alcohol content or strength within a particular class of drink; beers can range in their alcohol content from 2 units per pint to several units per pint. The table on the next page is a guide to the strength in units of alcohol for many familiar drinks.

How Many 'Units' In Your Drink (all figures are approximate)				
UNITS			UNITS	
BEERS AND LAGERS		SPIRITS		
THE UNIT CONTENT OF ALCOHOLIC DRINKS CAN BE WORKED OUT BY MULTIPLYING THE VOLUME OF THE DRINK IN ML BY THE ALCOHOL BY VOLUME (ABV) AND DIVIDING THE RESULT BY 1000.				
Ordinary strength beer or lager	½ pint 1 pint 1 can	1 2 1½	1 standard single measure in most of England & Wales (1/6 gill)	1
Export beer	1 pint 1 can	2½ 2	1 standard single measure in Northern Ireland (¼ gill)	1 ½
Strong ale or beer	½ pint 1 pint 1 can	2 4 3	1/5 gill measure	1 ¼
Extra strength beer or lager	½ pint 1 pint 1 can	2½ 5 4	¼ gill measure served in some parts of Scotland	1 ½
CIDERS		TABLE WINE		
Average cider	½ pint	1½	(including cider wine	1 standard

	1 pint 1 can	3 6	and barley wine)	glass 1 bottle 1 litre bottle	1 7 10
Strong cider	½ pint 1 pint quart bottle	1½ 3 6	SHERRY AND FORTIFIED WINE		
			1 standard small measure 1 bottle	1 1 2	

Estimating the Duration of Alcohol Breakdown

Alcohol is broken down by the body in the liver at a fairly constant rate. None of the popular 'sobering up' remedies such as drinking coffee or taking exercise make the liver work faster. On average it takes 1 hour for the body of a healthy 70kg male* to get rid of 1 unit of alcohol. If during an evening an individual consumes 10 units of alcohol between 8 and 11pm, at a fairly constant rate, it is unlikely that they will be free from alcohol before 6am the following morning. If an individual consumes 24 units during an evening, at a fairly constant rate, it would be unlikely that he/she would be free from alcohol before 8pm the following evening.

You may estimate your total consumption on any one occasion by referring to the above table. The figure obtained by totalling up the number of units consumed will give the number of hours required to become alcohol free. If drinking takes place at a fairly constant rate, the number of hours may be added onto the time at which drinking began to estimate the time that you are likely to become alcohol free. Below are some typical examples:

*In general the blood concentration in females reaches a higher concentration than in males for the same quantity consumed: female are therefore advised not to apply these estimates as it will take longer than these estimates to clear.

Begin drinking at 8pm – finish at 12 midnight		
Drinks consumed	3 pints strong ale or lager 1 double whisky	12 units 2 units Total 14 units
Average male not free from alcohol before (8pm + 14 hours) = 10am next day.		

Begin drinking at 7pm – finish at 10pm		
Drinks consumed	1 bottle of red wine 1 double brandy	7 units 2 units Total 9 units
Average male not free from alcohol before (7pm + 9 hours) = 4am next day.		

Begin drinking at 8pm – finish at 11pm		
Drinks consumed	8 pints of ordinary strength lager	16 units
Average male not free from alcohol before (8pm + 16 hours) = 12 midday next day.		

Begin drinking at 1pm – finish at 2.30pm		
Drinks consumed	3 pints of ordinary strength lager	6 units
Average male not free from alcohol before (1pm + 6 hours) = 7pm the same day.		

However, if the rate of alcohol consumption is heavier towards the end of the evening or period, then the calculation should take place from the time drinking finished. For example:

Begin drinking at 8pm – finish at 11pm		
Drinks consumed between 9-10pm	2 pints ordinary strength beer	4 units
Drinks consumed between 10-11pm	3 double whiskies	6 units
		Total 10 units
Average male not free from alcohol before (11pm + 10 hours) = 9am next day.		

It is essential to appreciate that these are estimates based on the average male. Some individuals may get rid of alcohol a bit faster, but more importantly others may take longer than suggested by the above examples. Since it is not possible to say which individuals will take longer than average, Service members should allow for this aim to be free from the influence of alcohol well before the commencement of duties. Furthermore, because of individual variation, under no circumstances whatsoever should you adopt a less cautious approach to your drinking habits because of this information – it is intended solely as a guide to avoid drinking habits that could lead to problems.

Finally, for your general health and well being it is important to maintain sensible drinking habits. If you would like further confidential advice you may contact any of the numbers on the Source of Help information sheet

THE MAIN DRUG LAWS

The laws controlling drug use are very complicated. The Misuse of Drugs Act (1971) regulates what are termed controlled drugs. It divides drugs into three classes as follows:

	CLASS A:	These include cocaine and crack (a form of cocaine), ecstasy, heroin, LSD, methadone, processed magic mushrooms and any Class B drug which is injected. These are treated by law as the most dangerous.
	CLASS B:	These include amphetamine, barbiturates and codeine and cannabis, Legal Highs (Psychoactive Substances).
	CLASS C:	Amphetamines, tranquilizers and anabolic steroids

Offences under the Misuse of Drugs Act include:

	<ul style="list-style-type: none"> • Possession of a controlled drug.
	<ul style="list-style-type: none"> • Possession with intent to supply another person.
	<ul style="list-style-type: none"> • Production, cultivation or manufacture of controlled drugs.
	<ul style="list-style-type: none"> • Supplying another person with a controlled drug.
	<ul style="list-style-type: none"> • Import or export of controlled drugs.
	<ul style="list-style-type: none"> • Allowing premises you occupy or manage to be used for the consumption of certain controlled drugs or supply or production of any controlled drug.

N.B.	Certain controlled drugs such as amphetamines, barbiturates, heroin and methadone, can sometimes be obtained on prescription. In such cases their possession is not illegal.
------	--

Maximum penalties under the Misuse of Drugs Act are as follows:

	<u>Possession</u>		<u>Supply</u>
--	-------------------	--	---------------

Class A drug	7 years imprisonment + fine		Life imprisonment + fine
Class B drug	5 years imprisonment + fine		14 years imprisonment + fine
Class C drug	2 years imprisonment + fine		14 years imprisonment + fine
The law is even more complicated by the fact that some drugs are covered by other laws, are not covered at all or treated in an exceptional way under the Misuse of Drugs Act.			
<p>Alcohol It is an offence for a vendor to knowingly sell alcohol to an under 18 year old. A 14 year old can go into a pub alone but not consume alcohol. A 16 year old can buy and consume beer or port cider (but not spirits) in a pub if having a meal in an area set aside for this purpose. In some cities there are by-laws restricting drinking alcohol on the streets at any age.</p>			
<p>Magic Mushrooms are not illegal to possess or eat in their raw state. It can be an offence to process them by drying and storing them, making them into a tea or infusion or cooking with them.</p>			
<p>Poppers (liquid gold, amyl or butyl nitrite) are not currently illegal to possess, buy or sell. They are often sold in joke and sex shops but also in some pubs, clubs and tobacconists. However, recent legal cases under the Medicines Act may change this situation making it illegal to supply certain forms of poppers.</p>			
<p>Solvents (aerosols, gases, glues) are not illegal to possess, use or buy at any age. In England and Wales it is an offence for a shopkeeper to sell them to any under 18 year old if they know they are to be used for intoxicating purposes.</p>			
<p>Steroids are not illegal to possess or use without a prescription. It is an offence, under the Medicines Act, to sell or supply them to another person.</p>			
<p>Tobacco - it is not an offence for people of any age to use cigarettes or other tobacco products. It is an offence for a vendor to sell tobacco products to someone they know is under 16 years old.</p>			
<p>Most Tranquilizers (Librium, Valium.) are not illegal to possess or use without a prescription. It is an offence to sell or supply them to another person. It is illegal to be in possession of Temazepam (a tranquilliser that is sometimes prepared for injection) without a doctor's prescription.</p>			

Appendix 5

Sources of Help

<p>ADFAM National Offers support to families facing problems with drugs or alcohol with access to a range of specialised services.</p>	<p>Tel: 020 3817 9410 https://www.adfam.org.uk/ email: admin@adfam.org.uk On twitter, facebook, linkedIn and instagram</p>
<p>Alcohol Concern Cymru Alcohol Concern works to reduce the incidence and costs of alcohol-related harm and offer a range of services to people with alcohol-related problems.</p>	<p>https://www.alcoholconcern.org.uk/Pages/Category/alcohol-concern-cymru email; contact@alcoholconcern.org.uk</p>
<p>Alcohol Anonymous (24 hour info line)</p>	<p>Tel: 0800 9177 650 https://www.alcoholics-anonymous.org.uk/contact email: help@aamail.org</p>
<p>Child Protection Helpline - NSPCC</p>	<p>Tel: 0800 800 500 Email: help@nspcc.org.uk</p>
<p>Citizens Advice Bureau The Citizens Advice service helps people resolve their legal, money and other problems by providing free information and advice.</p>	<p>Tel: 03444 77 20 20 - Adviceline https://www.citizensadvice.org.uk/wales/</p>
<p>CAIS Head Office: 12 Trinity Square, Llandudno, LL302R DAWN Centre, 35-37 Princes Drive, Colwyn Bay, LL29 8PD CAIS offer Alcohol and Drug Counselling for people concerned about their own drinking or drug taking, or about the habits of others close to them. CAIS offer a range of services including self-help manuals, home and inpatient detoxification services, group work and residential facilities.</p>	<p>Tel: 01492 872014 Tel: 01492 523692 http://www.cais.co.uk/</p>
<p>Denbighshire County Council Confidential Counselling Offered through the Occupational Health Department</p>	<p>Occupational Health: Tel: 01824 712522 or 01824 712532</p>
<p>Community Drug and Alcohol Service Community Nurses, Counsellors and Social Workers providing support, counselling, advice, detox, and other help and information on needle and syringe exchange.</p>	<p>Tel: Rhyl: 01745 338868 Bangor: 01248 351829 Wrexham: 01978 261125 Deeside: 01244 831798</p>
<p>North Denbighshire Domestic Abuse Service Ltd</p>	<p>Tel: 01745 337104</p>

Drugs Helpline	Tel: 0800 776600
Drinkline Offers help to problem drinkers, or those concerned about a problem drinker by means of a telephone network.	Tel: 0300 123 1110
G M B Union	Tel: 01492 535313
MIND Offers support to people with experience of mental distress.	Tel: 01745 812461
National HIV / AIDS Helpline	Tel: 0800 567123 Tel: 0800 3711311
National Public Health Service for Wales This body brings together the public health resources of the five former health authorities in Wales and offers: Employees Training and Development, Advice and Consultancy, Help with Policy Formulation, Information, etc.	Tel: 01443 824160
Needle Syringe Exchange Gwynedd Rhyl Chester Wrexham	Tel: 01248 351829 Tel: 01745 338868 Tel: 01244 344999 Tel: 01978 313904
NHS Direct	Tel: 0845 46 47 or 111
North Wales Police	Tel: 0300 330 0101 or 101
Rape/Abuse Line (Men and Women)	Tel: 0808 800 0123
Relate	Tel: 01492 533920
Resolve Advice on Solvent Abuse	Tel: 0808 800 2345
Samaritans The Samaritans offer confidential and emotional support to all	Tel: 116 123 Email: jo@samaritans.org https://www.samaritans.org/how-we-can-help-you/contact-us?gclid=EAlaIqObChMI2c-z3czz3AIVjrvtCh1KHQ11EAAYASABEgLi9PD_BwE
Shelter For advice on housing	Tel: 0345 075 5005 https://sheltercymru.org.uk/contact-us/
Unite the Union	Tel: 01352 733611
Unison	Tel: 01492 543682

Appendix 6 Frequently Asked Questions

A member of staff has come into work and is suffering from the effects of drinking the night before, does this fall under this policy?

It is not acceptable for employees to report for work suffering from the after effects of consuming alcohol or illegal substances. In the first instances you should speak to the member of staff, and inform them that this is unacceptable and should not happen again. Should this persistently occur then the manager should be referred to the Alcohol and Substance Misuse Policy.

How do I check whether an employee has regular Friday and Monday absence?

You can run a report off the iTrent system to establish whether an employee has frequent Monday/Friday absence. For guidance as to how to run this report, [please follow this link →](#)

Am I allowed to have an alcoholic drink at lunchtime?

No. Denbighshire employees are not permitted to consume alcohol during any breaks unless they have agreed with their line manager that they will not be returning to work.

Is it permitted to consume alcohol when on a business lunch?

No. It is not permitted for employees to consume alcohol when entertaining consumers or clients during normal working hours (including lunch times).

Does this policy cover drugs which are prescribed by a doctor or taken for medical reasons?

No, it is understood that some medication may hinder a person's ability to perform certain tasks / work duties safely. Individuals should seek medical advice from their GP or Occupational Health Department when starting this type of medication.

What should I do if a member of my staff turns up drunk to work?

You should send the person home, ensuring that they do not use their own vehicle and ask them to return the following day.

The following day, you should speak to the employee and if necessary instigate disciplinary proceedings.

No Smoking Policy

Denbighshire County Council No Smoking Policy.

Policy Statement

The Council will provide a safe working environment for all employees, which is free from smoke. No employee will be subjected to passive smoke during the course of their employment.

As a public body, the Council also has a duty to promote a positive image to the general public and lead the way for other organisations.

Contents

[Introduction](#)

[Policy aims](#)

[Application/Scope of process](#)

[Engagement/Participation/Consultation](#)

[Legal and other references](#)

[Policy details](#)

[Breaches of the](#)

[Policy Useful contacts](#)

[Frequently asked questions](#)

Introduction

The Council will provide a safe working environment for all employees, which is free from smoke. No employee will be subjected to passive smoke during the course of their employment.

As a public body, the Council also has a duty to promote a positive image to the general public and lead the way for other organisations.

This policy refers to regular cigarettes, cigars and pipe, any other substance that contains tobacco and electronic cigarettes.

Aims

The aim of this policy is primarily to protect the health, safety and welfare of all employees. It will also provide support, advice and counselling for employees who wish to stop smoking.

Application/Scope of Process

This policy will apply to all contractors, agency workers, elected members and employees of Denbighshire County Council.

This policy will apply to all premises occupied and managed by the Council other than premises being used as residential accommodation.

Engagement /Participation/Consultation

This policy has been drafted taking account issues raised by employees attending Staff Road shows and Breakfast meetings. It has also been consulted and negotiated with the Senior Leadership Team, managers and Trade Unions.

Legal and Other References

Section 2(1) of the Health and Safety at Work Act 1974 imposes a general duty on employers to their employees and provides that: “it shall be the duty of every employer to ensure, so far as reasonably practicable, the health, safety and welfare at work of all his employees. Section 2(2)(e) of HSAW 1974, places a specific duty on the employer in respect of employees: “to provide and maintain a safe working environment which is, so far as is reasonably practicable, safe, without risks to health and adequate as regards facilities and arrangements for their welfare at work”.

The key factor in cases for compensation under HSWA is not whether the employer in fact knew about the risks of particular substances or practices in the workplaces, but whether they ought to have known, in the light of knowledge available at the time. This is the concept of “guilty knowledge”. In 1998, ASH obtained a legal opinion from John Melville Williams QC which suggests that the date of guilty knowledge in respect of secondhand smoke would be likely to be held by the courts to be sometime in the early 1990s.

No job applicant or employee will experience discrimination, harassment or bullying, or receive less favourable treatment because of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

Policy Details

Council premises

~~Smoking will not be permitted in the following premises or their immediate environs:~~

~~Civic centres~~

~~Offices, including reception areas Canteens and mess rooms Depots~~

~~Schools, including staff rooms Sports facilities~~

~~Toilet facilities within any of the above~~

~~Residential homes (other than residents and night staff)~~

~~Smoking will not be permitted near to entrances or windows to a Council premises or any other outside area in the immediate vicinity, whereby smoke may affect other employees or portray a negative image of the Council.~~

Vehicles

Smoking will not be permitted in any vehicle bearing the County Council logo or in any vehicle carrying employees and/or clients in the course of their duties. Employees who traditionally take their lunch break in a Council vehicle should be aware that if they wish to smoke during their official lunch break, they must step outside of the vehicle to do so.

Council premises/locations

Smoking will not be permitted in the following premises or locations or their immediate environs:

- Civic centres
- Offices, including reception areas
- Canteens and mess rooms
- Depots
- Country parks and outside facilities
- Schools, including staff rooms
- Sports facilities
- Toilet facilities within any of the above
- Residential homes (other than residents and night staff)

Unless there are areas designated and agreed by SLT as Permitted Smoking Areas for Staff.

Smoking will not be permitted near to entrances or windows to a Council premises or any other outside area in the immediate vicinity, whereby smoke may affect other employees or portray a negative image of the Council.

Vehicles

Smoking will not be permitted in any vehicle bearing the County Council logo or in any vehicle carrying employees and/or clients in the course of their duties. Employees who traditionally take their breaks in a Council vehicle should be aware that if they wish to smoke during their official breaks, they must step outside and away from the immediate vicinity of the vehicle to do so. Employees should apply discretion as to where they stop giving due consideration to whether it is safe and legal to do so and be mindful of the public perception of the council at all times.

Permitted smoking areas

Anyone wishing to smoke whilst on official breaks or whilst clocked off must either use the Permitted Smoking areas if these are available or leave the immediate vicinity of the Council premises. Smoking will not be permitted near to entrances or windows to a Council premises or any other outside area in the immediate vicinity, whereby smoke may affect other employees or portray a negative image of the Council.

Please note that there is no legal duty on the Council to provide permitted smoking areas and these will only be provided if possible and with the agreement of SLT.

Residential homes

All residential homes will have an internal designated smoking area for the residents only.

Employees (other than night care staff) will not be permitted to smoke in these areas.

Outside workers

Employees who work outside either as part of a group or a lone worker will not be permitted to smoke whilst on duty.

Private functions

All rooms which are available for private functions will be designated as no smoking areas.

Licensed bar areas

All licensed bar areas will be designated as no smoking areas.

Working in client's homes

All clients will be informed that DCC employees should not be subjected to passive smoke, and therefore they should refrain from smoking whilst employees are working in their homes.

Employees will be required to respectfully ask any client who does smoke in their presence to stop until their meeting or work is concluded.

No action will be taken against an employee who refuses to work with clients who smoke in their presence.

Cleaning smoking areas

Designated smoking areas must be closed to clients 2 hours before the smoking area is to be cleaned and the area well ventilated to clear the air of passive smoke.

Concessions

There will be no concessions other than for night staff at residential homes who will be allowed to smoke in internal areas, designated for smoking by residents.

Designated smoking areas

There will be no designated smoking areas. Anyone wishing to smoke whilst on official breaks or whilst clocked off must leave the immediate vicinity of the Council premises. Smoking will not be permitted near to entrances or windows to a Council premises or any other outside area in the immediate vicinity, whereby smoke may affect other employees or portray a negative image of the Council.

Smoking breaks

There will be no smoking breaks allowed.

Breaches of the policy

Employees

This will be treated as a disciplinary issue and the full range of disciplinary penalties as described in the Council's Disciplinary Procedure can be imposed.

Members

This will be treated as if it were a breach of the Code of Conduct, and be dealt with by the Standards Committee.

Contractors

This will be dealt with under the default procedures in contracts and may lead to financial penalties and/or the termination of contract.

Useful contacts

NHS Smoking Helpline 0800 085 2219 (Bilingual) www.stopsmokingwales.com / www.dimsmygucymru.com

NHS Smokefree Helpline 0300 123 1044 www.smokefree.nhs.uk
www.quit.org.uk

Frequently asked questions

Can an employee take smoking breaks during their working day?

The authority does not provide time for smokers to take a 'smoking break' during working hours. If applicable, smokers may utilise the Flexible Working Policy to smoke during their working day, however, employees must clock out for the whole duration they are absent from their place of work. If an employee is not subject to the flexible working policy then they will only be permitted to smoke on their formal breaks.

What action would be taken if an employee were to contravene any aspect of the policy?

An employee would be subject to the Disciplinary Procedure.

Can employees smoke in a Council vehicle?

An employee is not permitted to smoke in any vehicle bearing the County Council logo, or in any vehicle carry employees and/or clients of the Council in the course of their duties.

If an employee works outside, can they smoke during their working day?

Employees who work outside, whether the work as part of a group or alone, will not be permitted to smoke during their working day unless they are on a formal break.

What action can an employee take if working in a client's home and they do not wish to be subject to passive smoking?

No employee should be subject to passive smoking. The authority would take no action against an employee who respectfully asks a client not to smoke in their presence. It is also expected that employees will not smoke in a client's home. Protective gear can be supplied to employees in these circumstances.

Are there designated smoking areas on Council premises?

The Council will not provide designated smoking areas. Employees wishing to smoke during their working day must clock out and then leave the immediate parameters of the council premises. Employees must refrain from smoking by entrances or windows of council premises or in any such area which may affect other employees or portray a negative image of the Council.

Are there any concessions to this policy?

The only concession is for night staff at residential homes, who for safety reasons, will be allowed to smoke in internal areas, designated for smoking by residents

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7. Emergency leave

Level 1 - employee's responsibility

An emergency of a personal or domestic nature such as a break in at home, illness of a family member or disruption to current childcare arrangements.

Mobile/Flexible Workers

Employees with the facility to work flexible will be granted reasonable time to work at home to deal with a level 1 emergency.

Static/Desk Bound Employees

Employees who are unable to work flexibly will be granted reasonable time off without pay.

Reasonable time is usually classed as a maximum of 2 days.

Level 2 - neither the employer nor the employee's responsibility

This would apply in cases where the emergency is neither the responsibility of the council or the employee and may include extreme weather conditions (snow, flooding etc.), fuel crises or foot and mouth disease.

Employees are expected to make every reasonable effort to reach their usual place of work and continue to work as normal provided they can do so safely without putting themselves and others at risk. Where the employees is unable to attend work or has left work early the following will apply:

Mobile/Flexible Employees

Employees with the facility to work flexibly will be expected to work at a different location or at home and will not be reimbursed for any lost time.

Static/Desk Bound Employees

Employees who are unable to work flexibly will be granted the following:

The 1st day of absence

Where an employee is unable to attend work, they will be granted a half day off (or equivalent for part time staff) with pay and the remaining half day to be taken as unpaid, flexi or annual leave (this applies when a full day or shift is lost).

Where the emergency occurs part way through a working day, the employee will be granted half of the remaining working time for the day, for example.

A full time employee has worked 3 hours:

7.24 (standard day) - 3.00 hours = 4.24 hours remaining. $\frac{1}{2}$ of 4.24 is 2 hours 12 minutes.

The employee will be granted 2 hours 12 minutes paid leave and the remaining 2 hours 12 minutes will have to be taken as flexi, unpaid leave or be made up at a later date.

Employees, who have presented themselves at their normal place of work and that location remains open, but they are unable to carry out their duties due to health & safety reasons, will have their time made up to a normal working day.

The 2nd and subsequent days of absence

The second and subsequent days of absence will have to be taken as annual, flexi or unpaid leave. Employees who have sufficient flexi credit may take flexi leave to make up the remaining working time regardless of whether they have already taken flexi leave during the 6 week period.

Level 3 - employer's responsibility

This will apply where the emergency is solely the responsibility of the council for example, office heating system breaks down.

Mobile/Flexible Employees

Employees with the facility to work flexibly will be expected to either work at a different location or at home and will not be reimbursed for any lost time.

Static/Desk Bound Employees

The employee will be granted the time off with pay. Where the emergency occurs part way through the working day, the employee's time will be made up to a normal working day.

N.B. Where the facilities required to work flexibly are not available e.g. cag access, mobile/flexible employees will be granted time off as per a static/desk bound employee. This does not include situations where the employee has left their equipment at work.

7. Emergency leave

Level 1 - employee's responsibility

~~When the emergency is of a personal or domestic nature, the employee will be granted reasonable time off **without pay** to deal with it. Such examples would include a break in at home, illness of a family member or disruption to current childcare arrangements. Reasonable time off is usually classed as a maximum of 2 days.~~

Level 2 - neither the employer nor the employee's responsibility

The 1st day of absence

~~When the emergency is neither the responsibility of the council or the employee, the employee will be granted a half day off (or equivalent for part time staff) with pay and the remaining half day to be taken as unpaid, flexi or annual leave (this applies when a full day or shift is lost). Such examples may include extreme weather conditions (snow, flooding etc.), fuel crises or foot and mouth disease. Where the emergency occurs part way through a working day, the employee will be granted half of the remaining working time for the day, for example.~~

~~A full time employee has worked 3 hours:~~

~~7.24 (standard day) - 3.00 hours = 4.24 hours remaining. 1/2 of 4.24 is 2 hours 12 minutes.~~

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The 2nd and subsequent days of absence

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Level 3 – employer’s responsibility

~~Where the emergency is solely the responsibility of the council for example, office heating system breaks down, the employee will be granted the time off with pay. Where the emergency occurs part way through the working day, the employee’s time will be made up to a normal working day.~~

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Attendance at Work Procedure

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	168
Brief description:	The Attendance at Work procedure revised draft in order to ensure consistency when managing attendance within the council.
Date Completed:	24/01/2017 19:47:39 Version: 1
Completed By:	Andrea Malam
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Not Applicable,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

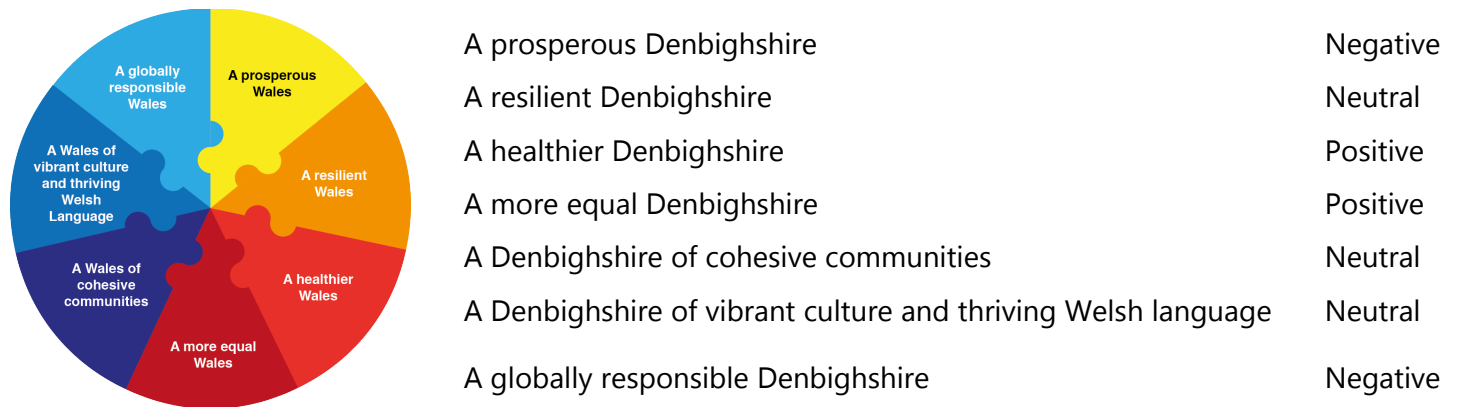
Could some small changes in your thinking produce a better result?
(3 out of 4 stars)



Actual score: 17/ 24.

Summary of impact

Wellbeing Goals



Main conclusions

Unintended negative impacts are mainly around the fact that employees may go through a process which could ultimately lead to dismissal, however the process leading up to that is a well managed process which allows employees to explore options with their manager and occupational health. The aim is to improve attendance at work and the council works with all parties to provide that help and support, regardless of protected characteristics.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact:	Negative
Justification for Impact:	Any dismissals via ill health capability are taken through consistent processes looking at reasonable adjustments where they fall under the Equality Act 2010, therefore this will be an unintended negative impact

Positive consequences identified:

Increasing attendance levels by actively managing to process, thus having the employees to carry out this action.

Unintended negative consequences identified:

Potential dismissal through ill health capability of employees via the attendance at work process
Potential dismissal through ill health capability of employees via the attendance at work process
Potential dismissal through ill health capability of employees via the attendance at work process could result in key skills being lost.

Mitigating actions:

Any potential dismissals are taken through a process and follow the dismissal process outline within the procedure and legislation.

A resilient Denbighshire

Overall Impact:	Neutral
Justification for Impact:	The attendance at work procedure will have a neutral impact as the above are not applicable.

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

Consideration will be given to a resilient Denbighshire.

A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	Managing attendance within the council will have a positive impact on overall health and wellbeing as those discussions/interventions are taking place early, helping managers to ultimately manage attendance levels. Support and assistance is on hand via occupational health and there is a range of help and support available for employees and managers.

Positive consequences identified:

The procedure helps the employee think about lifestyle and wellbeing. Any employee taken through the stages or referred to occupational health will have discussions around health and wellbeing in order to maximise attendance.

Managers may encourage improved health and wellbeing via leisure opportunities.

Managers and occupational health are there to support and look at reasonable adjustments for employees when required.

Employees have access the Occupational health internally.

Unintended negative consequences identified:

Attendance levels are sometimes beyond the control of the employee and therefore will still have to be managed through a process and in line with the Equality Act and reasonable adjustments where applicable.

The illness/absence may contribute to poor attendance at work which may result in the employee hitting triggers and moving through the attendance at work process. This may result in dismissal via ill health capability.

Mitigating actions:

Any negatives will be carefully considered and reasonable adjustments will be explored where applicable. A consistent approach is taken to managing attendance and any outcomes are carried out in line with legislation and the relevant policies.

A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	Reasonable adjustments are applied to all protected characteristics and those employees who do not fall under the equality act. Employees undergoing treatment for a long term condition are able, work around their treatment with the support from their GP without any impact on their pay or sickness record. These are positive steps to a more equal Denbighshire.

Positive consequences identified:

The procedure applies to all employees and will be applied consistently regardless of any protected characteristics. Reasonable adjustments will be made and discussed in conjunction with occupational health. Support is offered and given to all employees as and when required e.g. support and advice to quit smoking. Enabling employees to attend work via a fit note when they are undergoing treatment or a long term condition. This doesn't impact their sickness record or pay.

Unintended negative consequences identified:

Employees who have reasonable adjustments made but still have poor attendance may still be managed through the stages of the attendance process which could potentially end in dismissal for ill health capability. There may be a impact on salary when an employee reaches half pay or no pay when absent due to sickness - in line with the council's occupational sick pay scheme.

Mitigating actions:

Minimising negatives would involve managers looking at more reasonable adjustments when managing attendance and offering help and support in order to increase attendance, however this ultimately is down to the employee and ensuring they are taking reasonable steps to attend work.

A Denbighshire of cohesive communities

Overall Impact:	Neutral
Justification for Impact:	N/A

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

N/A

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	The procedure will be bilingual and any guidance, promotion and e-learning will also be in Welsh.

Positive consequences identified:

The procedure will be bilingual. Guidance and e-learning will also be provided in the medium of Welsh.
The procedure will be bilingual

Unintended negative consequences identified:

The councils occupational health advisor does not speak Welsh. Therefore the service will be provided in English.

Mitigating actions:

A translation service could be used if an employee requests to be seen by a Welsh speaker or access to a Welsh Occupational Health Advisor from another council. REports may be translated into Welsh by the occupational admin support as they are Welsh speaking.

A globally responsible Denbighshire

Overall Impact:	Negative
Justification for Impact:	Managers will be required to ensure the wellbeing of employees is priority and if employees are attending work when they are visibly unwell, then that will need to be addressed and discussed with the employee.

Positive consequences identified:

Any appeal, grievances or complaints arising from the attendance at work procedure will be dealt with under the relevant policy.

Unintended negative consequences identified:

Employees may come to work even when they are unwell for fear that they may lose their jobs. This can be a potential health and safety concern.

Poor attendance in one department may impact service provision in another.

Mitigating actions:

Management addressing concerns with the employee and seeking advice from occupational health will help to minimise negative consequences.

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Reasonable Adjustments Guidance

Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	609
Brief description:	A guidance document for both employees and managers on making reasonable adjustments.
Date Completed:	23/01/2019 15:43:28 Version: 1
Completed by:	Andrea Malam
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Not Applicable,
Who will be affected by the proposal?	All employees
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

★ ★ ★ ☆ (3 out of 4 stars) Actual score : 23 / 30.

Implications of the score

Trade Unions representatives will be consulting on the guidance on behalf of employees and a legal representative has also will have input.

Summary of impact

Well-being Goals

- A prosperous Denbighshire
- A resilient Denbighshire
- A healthier Denbighshire
- A more equal Denbighshire
- A Denbighshire of cohesive communities
- A Denbighshire of vibrant culture and thriving Welsh language
- A globally responsible Denbighshire

- Positive
- Neutral
- Positive
- Positive
- Positive
- Positive
- Neutral



Main conclusions

Training managers and making the guidance available to all is essential in order to enable potential new employees to commence work and to allow existing staff to remain in the workplace. Ensuring that any request which has been refused has been explored in a thorough manner and the advice and involvement from legal and HR have been considered.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	By making reasonable adjustments in the workplace it will enable a disabled person to enter the workplace or remain in the workplace in the same role or a reasonable alternative.
Further actions required	The greater need for childcare is beyond our control but demand will create supply.

Positive impacts identified:

A low carbon society	Allowing employees to work from home or at alternative locations may help to reduce carbon.
Quality communications, infrastructure and transport	N/A
Economic development	N/A
Quality skills for the long term	Making reasonable adjustments will allow disabled employees to remain in the workplace which will help retain those skills for the long term.
Quality jobs for the long term	Disabled people will have more exposure to a wider variety jobs available with reasonable adjustments in place.
Childcare	A greater demand for childcare may be required for working parents.

Negative impacts identified:

A low carbon society	none
Quality communications, infrastructure and transport	N/A
Economic development	N/A
Quality skills for the long term	None
Quality jobs for the long term	none
Childcare	Childcare facilities may not be close by, suitable or too expensive.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Not applicable

Further actions required	Not applicable
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Positive impacts identified:

Biodiversity and the natural environment	N/A
Biodiversity in the built environment	N/A
Reducing waste, reusing and recycling	N/A
Reduced energy/fuel consumption	N/A
People's awareness of the environment and biodiversity	N/A
Flood risk management	N/A

Negative impacts identified:

Biodiversity and the natural environment	N/A
Biodiversity in the built environment	N/A
Reducing waste, reusing and recycling	N/A
Reduced energy/fuel consumption	N/A
People's awareness of the environment and biodiversity	N/A
Flood risk management	N/A

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Overall, by having guidance on reasonable adjustments it will remove the barriers for disabled employees which are preventing them from entering or remaining in the workplace. More knowledge, help and support for both managers and employees will impact positively on an employees mental health and wellbeing.
Further actions required	Adjustments made in the workplace have to be reasonable and there might be instances whereby an adjustment is not possible. However all avenues will be explored to try avoid this outcome.

A social and physical environment that encourage and support health and well-being	Starting or remaining in employment can have a positive impact on health and wellbeing.
Access to good quality, healthy food	N/A
People's emotional and mental well-being	Starting or remaining in employment can have a positive impact on health and wellbeing. The ability to work with colleagues and the public, the flexibility to work from home will positively impact an employees emotional and mental wellbeing.
Access to healthcare	A reasonable adjustment might be the ability to work from home or adjusted hours which might assist with a greater opportunity to access healthcare.
Participation in leisure opportunities	A reasonable adjustment might be the ability to work from home or adjusted hours which might assist with a greater opportunity to access leisure facilities which may help with their disability.

Negative impacts identified:

A social and physical environment that encourage and support health and well-being	Having to wait for reasonable adjustments or having an adjustment refused may have a negative impact on health and wellbeing.
Access to good quality, healthy food	N/A
People's emotional and mental well-being	Starting or remaining in employment can have a positive impact on health and wellbeing.
Access to healthcare	none
Participation in leisure opportunities	none

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	The guidance will be a resource to help people who fall under a protected characteristic or meet the criteria above and enable them to discuss what options are available to them in order to remain in the workplace or start in a new post.
Further actions required	If an employee does not disclose a disability it may be treated as capability for example. Employees are encouraged but not forced to inform line managers, HR or Occupational health about a disability in order to help that employee and provide the support required.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	The guidance will have a positive impact on all protected characteristics.
People who suffer discrimination or disadvantage	The guidance will have a positive impact on carers as reasonable adjustments will be considered in line with their caring responsibilities.
Areas with poor economic, health or educational outcomes	The guidance offers support and advice to employees who may be impacted by this criteria.
People in poverty	The guidance offers support and advice to employees who may be impacted by this criteria. Employee will not have to pay for reasonable adjustments themselves.

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	If an employee does not inform DCC that they are disabled then we are unable to make any adjustments and as a result any issues might be reviewed under a different policy e.g. capability, attendance management.
People who suffer discrimination or disadvantage	none
Areas with poor economic, health or educational outcomes	none
People in poverty	none

Overall Impact	Positive
Justification for impact	The ability to work from home as a reasonable adjustment may allow a person to access facilities, goods and services during opening hours and will have greater access to their community.
Further actions required	Not applicable.

Positive impacts identified:

Safe communities and individuals	N/A
Community participation and resilience	N/A
The attractiveness of the area	N/A
Connected communities	Disabled employees could have the option to work from home keeping them closer to their communities and maintaining their access to local goods and services.
Rural resilience	N/A

Negative impacts identified:

Safe communities and individuals	N/A
Community participation and resilience	N/A
The attractiveness of the area	N/A
Connected communities	none
Rural resilience	N/A

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	The document will be available to all staff bilingually.
Further actions required	not applicable.

Positive impacts identified:

People using Welsh	N/A
Promoting the Welsh language	The guidance will be available bilingually and Welsh lessons are offered to all employees regardless of any protected characteristic.
Culture and heritage	N/A

Negative impacts identified:

People using Welsh	N/A
Promoting the Welsh language	none
Culture and heritage	N/A

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	Employees may feel their human rights are impacted if this guidance is not applied correctly and therefore in order to reduce that impact, any decision to not make an adjustment will have to be discussed with HR and Occupational Health.
Further actions required	Training managers on how to use the guidance and using HR business partners to ensure that all steps are taken to implement adjustments when and where necessary.

Positive impacts identified:

Local, national, international supply chains	N/A
Human rights	Working condition and human rights are fundamental and will be considered at every stage of this process.
Broader service provision in the local area or the region	n/a

Negative impacts identified:

Local, national, international supply chains	N.A
Human rights	Employees may feel the guidance if not applied correctly might breach their human rights.
Broader service provision in the local area or the region	n/a

Menopause Policy, Substance Misuse Policy and No Smoking Policy

Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	604
Brief description:	menopause- to provide advice and support for any women in the workplacegoing through the menopause. To include legal highs in the substance misuse policy. To include vaping in the no smoking policy
Date Completed:	23/01/2019 13:17:09 Version: 3
Completed by:	alana nicandros
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Not Applicable,
Who will be affected by the proposal?	Employees of Denbighshire County Council
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

★ ★ ★ ★ (3 out of 4 stars) Actual score : 22 / 30.

Implications of the score

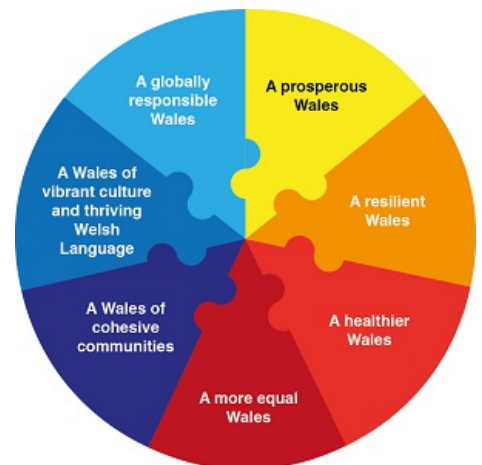
All areas have been considered and research with regards to support services has been updated with regards to accessibility.
Should enable a better quality of life which should have a positive impact on the environment and the public.

Summary of impact

Well-being Goals

- A prosperous Denbighshire
- A resilient Denbighshire
- A healthier Denbighshire
- A more equal Denbighshire
- A Denbighshire of cohesive communities
- A Denbighshire of vibrant culture and thriving Welsh language
- A globally responsible Denbighshire

- Positive
- Neutral
- Positive
- Positive
- Positive
- Neutral
- Neutral



Main conclusions

The policies will support not just employees but their families which should in turn provide work/life balance and continued service within Denbighshire.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may be affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	Enables employees to develop an indepth understanding of the risks associated with drugs, alcohol and smoking and to provide information as to support available. To provide strategic support for managers with regards to supporting women to provide an efficient continued services whilst going through the menopause. It will also encourage open conversations about what are sometimes considered difficult situations.
Further actions required	No negatives

Positive impacts identified:

A low carbon society	No impact
Quality communications, infrastructure and transport	No impact
Economic development	No impact
Quality skills for the long term	provides a further awareness to staff members of services available to support them some of which can be accessed by the public and members of employees family. NHS Wales quit smoking support, Drugs and Alcohol support agencies. GP and NHS support regarding the menopause
Quality jobs for the long term	Will enable women to be supported in work during the menopause which will be supportive of continued employment which in turn will impact on family providing continued work life balance. To enable an improvement of the employees health reducing sickness absence due to associate medical conditions.
Childcare	No impact

Negative impacts identified:

A low carbon society	
Quality communications, infrastructure and transport	
Economic development	
Quality skills for the long term	
Quality jobs for the long term	
Childcare	

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Neutral - No smoking and substance misuse policies already in place, updated to provide new support with regards to new drugs and vaping. changes likely to be minimal as practices already in place.
Further actions required	No negatives

Positive impacts identified:

Biodiversity and the natural environment	No smoking policy could result in decrease of number of smokers within Denbighshire which in turn could improve air quality. No smoking in buildings removes the risk of passive smoking for other non smoking employees and ensure clean air within the working environment.
Biodiversity in the built environment	No impact
Reducing waste, reusing and recycling	No impact
Reduced energy/fuel consumption	No impact
People's awareness of the environment and biodiversity	No impact
Flood risk management	No impact

Negative impacts identified:

Biodiversity and the natural environment	
Biodiversity in the built environment	
Reducing waste, reusing and recycling	
Reduced energy/fuel consumption	
People's awareness of the environment and biodiversity	
Flood risk management	

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	will have a positive effect in developing awareness with regards to risks and support available

Further actions required	No impact
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Positive impacts identified:

A social and physical environment that encourage and support health and well-being	Should enable a more open approach to discussion of this subject of menopause which in turn should enable women to feel more supported and confident in approaching support services. provides advice to encourage people to quit smoking and also advice on services available to support in all three areas of the three policies.
Access to good quality, healthy food	No impact
People's emotional and mental well-being	Should enable support to be implemented for people which should then have a positive impact on their psychological well-being. contains information with regards to support services available for employees and their partners to access should any of the health risks impact on their psychological well-being and family life.
Access to healthcare	Gives clear advice as to where and how to access NHS healthcare and other support groups.
Participation in leisure opportunities	Could encourage an increase in awareness of health and well-being and encourage people to become more healthy and fitter which in turn could increase attendance at Denbighshire's leisure services.

Negative impacts identified:

A social and physical environment that encourage and support health and well-being	
Access to good quality, healthy food	
People's emotional and mental well-being	
Access to healthcare	
Participation in leisure opportunities	

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	Support services to enable implementation of policies freely available for everyone to access.
Further actions required	provide encouragement through OH, managers and HR for employees to access support available.

Positive impacts identified:

<p>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</p>	<p>guidance will be given with regards to support available to anyone of any protected character. specific advise given with regards to adjustments for women going through the menopause and their partners. Flexible working hours to manage hot flushes, poor sleep from night sweats. Access to counselling services to support in coping strategies.</p>
<p>People who suffer discrimination or disadvantage</p>	<p>Adjustments are in line with the equalities Act 2010.</p>
<p>Areas with poor economic, health or educational outcomes</p>	<p>Support services are free to access making them accessible for everyone</p>
<p>People in poverty</p>	<p>Support services are free to access. Financial benefits with no smoking and drug misuse if habit resolved.</p>

Negative impacts identified:

<p>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</p>	
<p>People who suffer discrimination or disadvantage</p>	
<p>Areas with poor economic, health or educational outcomes</p>	
<p>People in poverty</p>	

Overall Impact	Positive
Justification for impact	Improvement in the health and well-being of employees which could be filter to provide further support in the community reducing the number of smokers and reducing drug misuse and crime.
Further actions required	Unable to directly resolve crime rates and enforce the services on to employees or members of the public.

Positive impacts identified:

Safe communities and individuals	Less drug misuse should reduce crime often associated with drug dependency. Reduced risk of health conditions from passive smoking.
Community participation and resilience	No impact
The attractiveness of the area	Less people smoking and taking drugs so fewer cigarette stubs/needles discarded on the streets or in public venues.
Connected communities	No impact
Rural resilience	No impact

Negative impacts identified:

Safe communities and individuals	
Community participation and resilience	
The attractiveness of the area	
Connected communities	
Rural resilience	

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	No impact
Further actions required	No impact

Positive impacts identified:

People using Welsh	No impact
Promoting the Welsh language	No impact
Culture and heritage	No impact

Negative impacts identified:

People using Welsh	
Promoting the Welsh language	
Culture and heritage	

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	Support services are specialist services equipped to manage increase in demand
Further actions required	Inform support services there may be an influx of referrals due to an increased awareness.

Positive impacts identified:

Local, national, international supply chains	No impact
Human rights	Improved health and safety, support services available to everyone in Denbighshire not just employees.
Broader service provision in the local area or the region	No impact

Negative impacts identified:

Local, national, international supply chains	
Human rights	
Broader service provision in the local area or the region	

Family Friendly Policies

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	365
Brief description:	Flexible Working Policy Managing Carers Leave Policy Parental Leave Policy (maternity, paternity, adoption, shared) Time off Work Policy
Date Completed:	Version: 0
Completed by:	
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

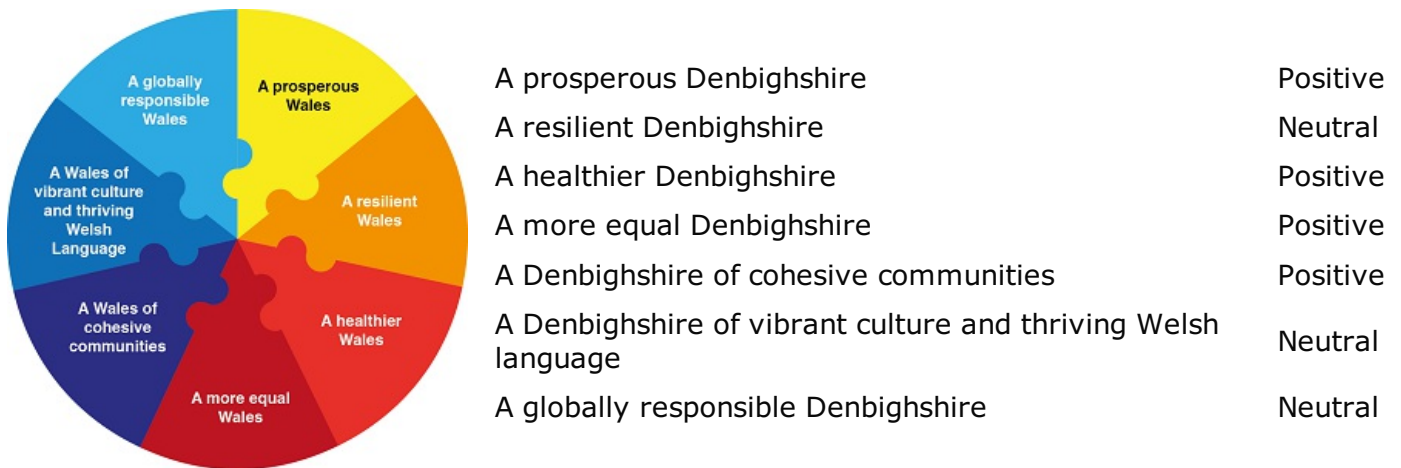


(2 out of 4 stars)

Actual score : 16 / 24.

Summary of impact

Wellbeing Goals



Main conclusions

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	Overall, the policies provide a mechanism for those with caring and parental responsibilities to remain in work/learning and build skills within the community through facilitating learning/upskilling. Providing a better work life balance and the ability to pursue other opportunities and life skills (e.g. military reservists, on call fire fighter) whilst retaining paid employment

Positive consequences identified:

Flexible working policy encourages the use of alternative methods of working which in turn promotes less travel - working from home, hot desking closer to home/meetings, Jabber, video calling etc. Less cars and congestion in rural/towns - less emissions etc By providing family friendly leave enables families to utilise local services and spend in local shops outside of your normal weekend hours.

More opportunities for some to continue in employment e.g. working parents utilise the flexible working and time off work policies

Facilitates staff to upskill whilst remaining in employment e.g. magistrates, reservists, volunteering, career breaks, courses/qualifications etc.

The policies facilitate working parents and carers to continue in employment/learning, whilst balancing their family needs. Facilitating family friendly policies can encourage parents to return to work and access local Childcare, therefore increasing demand

Unintended negative consequences identified:

Career break, maternity and paternity leave could potentially increase the carbon due to extra travel Less people spending within local shops and communities due to them not being in the office locality. By providing leave employers may attract additional costs to cover the vacated posts.

Less jobs available for new starters in the local area as more people are able to remain in work due to increased retention

The Council could lose skills for a temporary period whilst employees are on leave. Maybe a delay in skills and training being acquired due to the time off work.

More pressure on childcare providers to provide flexible childcare outside of the traditional working day

Mitigating actions:

N/A

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	As above

Positive consequences identified:

Flexible working means more working at home, therefore buildings can be closed

Unintended negative consequences identified:

Increased energy usage from people working from home/alternative locations

Mitigating actions:

n/a

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	As above

Positive consequences identified:

Allows people to have a healthy work life balance e.g. work around health appointments, exercise classes, children's social activities, healthy hobbies etc.

Allowing a good work life balance, could mean that there is more time to prepare fresh, home cooked meals, or grow your own vegetables.

Allows people to have a healthy work life balance e.g. exercise classes, children's social activities, and exploring outside areas, healthy hobbies, and local community groups etc.

Allows people to have a healthy work life balance, which all reduces stress and improve emotional and mental well-being e.g. exercise classes, children's social activities, and exploring outside areas, healthy hobbies, and local community groups etc.

Family Friendly policies allow easier access to healthcare appointments and services during their normal operating time frames

Unintended negative consequences identified:

Some people can experience social isolation when not in work, which can impact on emotional and mental well-being

Mitigating actions:

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	As Above

Positive consequences identified:

All family friendly policies are applicable to all employees and provide an equal opportunity for all staff and exceed the minimum legislative requirements

The policies allow for staff to be able to accommodate appointments and programmes in a flexible manner (e.g. smoking cessation, caring for a chronic condition with medical appointments)

The family friendly policies enable an employee to retain their employment and reduce benefit claims

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	As above

Positive consequences identified:

The time off work policies can encourage participation in volunteer schemes to build a cohesive community

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

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Report To: Cabinet

Date of Meeting: 26th February 2019

Lead Member / Officer: Cllr Julian Thompson-Hill / Richard Weigh, Head of Finance

Report Author: Steve Gadd, Chief Accountant

Title: **Finance Report (January - 2018/19)**

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2018/19. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan.

2. What is the reason for making this report?

The purpose of the report is to provide an update on the council's current financial position and confirm the agreed service budgets for 2018/19.

3. What are the Recommendations?

It is recommended that Cabinet Members note the budgets set for 2018/19 and progress against the agreed strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2018/19 detailed in **Appendix 1**. The council's net revenue budget is £194.418m (£189.252m in 17/18). The position on service and corporate budgets is a forecast overspend of £0.774m (overspend of £0.756m in last report). Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

The 2018/19 budget required savings and efficiencies of £4.6m to be identified and agreed. The table below gives a break-down of how the savings target was achieved. It can be confirmed that the £2m due to changes in the Minimum Revenue Provision and the £1m from wider corporate savings have both already been achieved. Service efficiencies of £1.2m and savings of £0.4m were agreed as part of the budget. As the efficiencies form part of 'business as usual' for services it is assumed these will all be delivered. Any exceptions will be reported to Cabinet if required.

Savings/Efficiencies Agreed for 2018/19	£000	%age
Changes to Minimum Revenue Provision	2,000	43%
Corporate Savings identified in 2017/18	1,000	22%
Service Efficiencies (see Appendix 2)	1,200	26%
Service Savings (see Appendix 2)	411	9%
Grand Total	4,611	100%

5. How does the decision contribute to the Corporate Priorities?

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

6. What will it cost and how will it affect other services?

Significant service narratives explaining variances and risks are shown in the following paragraphs.

Customers, Communications and Marketing is currently projected to overspend by £7k (£61k reported last month). The decrease in overspend of £54k is largely due to a reduction in projected exit costs as staff have been redeployed to regional projects.

Legal, HR and Democratic Services is currently projected to underspend by £93k (£91k underspend last month) largely due to staff vacancies which will contribute to the services saving proposals for next financial year.

Highways and Environment is currently projected to overspend by £814k (£818k reported last month). The following should be noted:

- **Major Projects** – It has been agreed in previous reports that an in-year budget allocation of £140k is released from centrally held contingencies in order to resolve this historic pressure on an ongoing basis.
- **School Transport** – additional funds have now been allocated to fund the full impact of the revised transport policy relating to hazardous routes which was agreed last year. Although it was hoped that this would be sufficient to deliver the service the following pressures have also been identified:
 - Changes to the policy relating to housing Denbighshire children in the Denbighshire special schools has resulted in an increase in special transport costs. These costs are especially high as they involve taxis and escorts. The overall impact of this change in approach which is not within the control of the Highways and Environment Service has led to an increase in costs of approximately £300k.
 - The overall increase in contracts agreed from September now amounts to £291k which largely relates to an increase in the overall number of pupils and contractors passing on inflationary pressure to the council. A number of contracts are still out to tender which may impact on future projections.

The new ongoing pressures identified in 2018/19 has been factored into the budget proposals that were agreed recently by Cabinet and Council.

- **Streetscene** – The service has identified a statutory requirement to remedy an issue with ‘Legacy Tips’. The overall one-off cost of this is estimated to be in excess of £200k. Further pressures within the service relate to additional time worked by staff to order to address issued raised by the public / Members (eg additional bin emptying in Rhyl during the hot summer months).
- **Waste** – A number of pressures are effecting the Waste service and the issues have been raised at the Budget Board. The majority of the pressure relates to new contract fees for the co-mingled waste contract. The pressure in 2018/19 and 2019/20 will be funded from the Waste Reserve and a budget pressure of £900k has been included in the Medium Term Financial Plan for 2020/21.

Education and Children’s Service is currently projected to overspend by £1.528m (£1.476m reported in January). The main reasons for the increase in overspend relates to additional spend on specialist placements. Children’s Services continues to be an area of high risk due to the volatility in case numbers and inflationary pressures on placement costs. Each individual placement can be extremely expensive so any increase in numbers can have a large effect on the budget. The projected outturn includes all current out of county predicted placements to realistic timeframes. Education Out of County placements and recoupment income is less than budgeted due to the decrease in the numbers of pupils from other Local Authorities attending the Council’s special school provision. The reported overspend takes account of a £750k budget contribution agreed as part of the 18/19 budget process. The financial implications of these pressures on the Medium Term Financial Plan for 2019/20 have been considered and an additional base budget allocation of £1.5m has been approved as part of the budget proposals recently agreed by Cabinet and Council.

Facilities Assets and Housing is projected to overspend by £68k (£42k overspend reported last month) largely due to an increase in the projected set up costs relating to the SC2 project. The total pressure of £277k has been mitigated by the service through

the proposed re-focusing of £138k carried forward from 17/18 and the allocation of £54k from the income received from the Alliance Leisure Procurement Framework Agreement. The £26k increase relates to reduced income projections within Property and Asset Management. Further work will continue to review of all commitments and maintain close control of spend by the Head of Service with the aim to reduce the overspend by the end of the year. There remains the option to capitalise some of the expenditure if further in year contributions cannot be identified.

Community Support Services is projected to break-even following an additional budget of £750k being allocated for 2018/19 and the planned use of reserves (amounting to a further £900k contribution in 2018/19). This now takes into account Community Support Services share of the Sustainable Social Services Grant which amounted to £366k. Overspends within the Mental Health Service and In-House Provider Services remain areas of greatest pressure. The recent budget proposals approved by Cabinet and Council included an additional budget pressure of £500k for 2019/20 and the current assumption is that an equivalent pressure will be required in each of the 4 years of the Medium Term Financial Plan, although further work is ongoing to assess the full financial implications for future years.

Schools - The position with School Balances will continue to be carefully monitored and reported to Members on a monthly basis. Not only are Education Finance working closely with schools to help develop robust plans, but chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary. The budget agreed by Council for 2018/19 included a total additional investment in schools delegated budgets of £1.8m. The level of school balances carried forward into 2018/19 was a net deficit balance of £0.343m, which was an improvement of £0.713m on the balances brought forward from 2016/17. At the end of January the projection for school balances is a net deficit balance of £1.039m, which is an increase in the projected deficit of £0.696m on the balances brought forward from 2017/18. The non-delegated budget is currently projected to underspend by £15k due to minor underspends.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £1.031m which is £401k more than the budgeted decrease of £630k. The movement from last month is largely a result of a decision to increase the revenue contribution to the Capital programme therefore reducing the overall borrowing requirement. HRA balances are therefore forecast to be £1.171m at the end of the year. The Capital budget of £10.2m is allocated between planned improvements to existing housings stock (£6m) and new build developments (£4m).

Corporate – It is currently estimated that corporate contingencies amounting to £1.55m will be available to be released to help fund the service overspends (£1.55m projected last month). Further work is ongoing in areas, such as the projection on the cost of council-wide energy bills, the Capital Financing Budget, an in-year review of earmarked reserves and projections around the Council Tax Yield in order to help ensure that the call on General Balances are kept to a minimum.

Treasury Management – At the end of January, the council's borrowing totalled £224.884m at an average rate of 4.24%. Investment balances were £9m at an average rate of 0.49%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 2**. The approved capital plan is £54.3m with expenditure to date of £35.8m. **Appendix 3** provides an update on the major projects included in the overall Capital Plan.

7. What are the main conclusions of the Well-being Impact Assessment?

Well-being Impact Assessments for the savings included in Appendix 2 and the Council Tax rise was presented to Council on 30 January. An assessment for the MRP policy change was included in the report to Council in September 2017.

8. What consultations have been carried out with Scrutiny and others?

In addition to regular reports to the Corporate Governance Committee, the budget process has been considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. There were regular budget workshops held with elected members to examine service budgets and consider the budget proposals. All members of staff were kept informed about the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions have been consulted through Local Joint Consultative Committee.

9. Chief Finance Officer Statement

It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position, particularly given the scale of budget reductions required over the coming two or three years.

Specific pressures remain evident in social care budgets (both Adults' and Children's) despite additional investment of £1.5m in total for 2018/19. A similar situation is now evident in relating to School Transport despite additional investment of £0.6m in 17/18 and 18/19. Provision for these pressures have been included in the budget proposals that have recently been approved by Cabinet and Council and are being taking into account when developing the new Medium Term Financial Plan for 2020/21 and beyond.

School balances will continue to be kept under close review. Not only are Education Finance working closely with schools to help develop robust plans, but chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary.

Despite the release of further corporate contingencies the Council's overall overspend remains an area of concern. There may be additional corporate items which will further help the position such as indicated in Section 6. However it is possible that an in year overspend will need to be funded from General Balances (which would need to be replaced next financial year) unless in year cost saving initiatives across the Council can help bring the overspend on services down.

10. What risks are there and is there anything we can do to reduce them?

This remains a challenging financial period and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control will help ensure that the financial strategy is achieved.

11. Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2018/19

Jan-19	Net Budget	Budget 2018/19			Projected Outturn							Variance
	2017/18 (Restated)	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Customers, Communications and Marketing	2,971	3,461	-634	2,827	3,927	-1,093	2,834	466	-459	7	0.25%	61
Education and Children's Service	12,955	27,624	-13,436	14,188	27,364	-11,648	15,716	-260	1,788	1,528	10.77%	1,476
Business Improvement and Modernisation	4,613	5,354	-806	4,548	5,421	-873	4,548	67	-67	0	0.00%	0
Legal, HR and Democratic Services	2,623	3,962	-1,328	2,634	4,132	-1,591	2,541	170	-263	-93	-3.53%	-91
Facilities, Assets and Housing	6,931	24,252	-16,294	7,958	25,212	-17,186	8,026	960	-892	68	0.85%	42
Finance	2,914	5,370	-2,206	3,164	5,937	-2,773	3,164	567	-567	0	0.00%	0
Highways and Environmental Services	17,514	31,560	-12,601	18,959	33,915	-14,142	19,773	2,355	-1,541	814	4.29%	818
Planning and Public Protection	3,001	5,964	-2,996	2,968	6,110	-3,142	2,968	146	-146	0	0.00%	0
Community Support Services	32,356	51,833	-16,809	35,024	54,616	-19,592	35,024	2,783	-2,783	0	0.00%	0
Total Services	85,878	159,380	-67,110	92,270	166,634	-72,040	94,594	7,254	-4,930	2,324	2.52%	2,306
Corporate	18,942	54,577	-36,524	18,053	53,027	-36,524	16,503	-1,550	0	-1,550	-8.59%	-1,550
Precepts & Levies	4,525	4,569	0	4,569	4,569	0	4,569	0	0	0	0.00%	0
Capital Financing	12,965	11,361	0	11,361	11,361	0	11,361	0	0	0	0.00%	0
Total Corporate	36,432	70,507	-36,524	33,983	68,957	-36,524	32,433	-1,550	0	-1,550	-4.56%	-1,550
Council Services & Corporate Budget	122,310	229,887	-103,634	126,253	235,591	-108,564	127,027	5,704	-4,930	774	0.61%	756
Schools & Non-delegated School Budgets	66,942	76,083	-7,917	68,166	77,086	-8,239	68,847	1,003	-322	681	1.00%	990
Total Council Budget	189,252	305,970	-111,551	194,419	312,677	-116,803	195,874	6,707	-5,252	1,455	0.75%	1,746
Housing Revenue Account	315	16,309	-15,679	630	16,774	-15,743	1,031	465	-64	401		410

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Denbighshire County Council - Capital Plan 2018/19 - 2021/22

APPENDIX 2

Position to end January 2019

Capital Expenditure

Total Estimated Payments - Other

Total Estimated Payments - Major Projects:

Housing Improvement Grants

Rhyl, New 3-16 Catholic School

Ysgol Llanfair, New School

Ysgol Carreg Emlyn, New School

Highways Maintenance

East Rhyl Coastal Defence Scheme

Rhyl Waterfront and Waterpark

Contingency

Total

Capital Financing

External Funding

Receipts and Reserves

Prudential Borrowing

Unallocated Funding

Total Capital Financing

	2018/19 ORIGINAL ESTIMATE £000s	2018/19 LATEST ESTIMATE £000s	2019/20 LATEST ESTIMATE £000s	2020/21 LATEST ESTIMATE £000s	2021/22 LATEST ESTIMATE £000s
Total Estimated Payments - Other	9,355	19,513	16,999	8,453	0
Total Estimated Payments - Major Projects:					
Housing Improvement Grants	1,416	1,556			
Rhyl, New 3-16 Catholic School		12,354	9,636	332	
Ysgol Llanfair, New School		3,676	995	169	
Ysgol Carreg Emlyn, New School		2,818	1,460	83	
Highways Maintenance	3,070	3,152	4,695		
East Rhyl Coastal Defence Scheme	2,634	667	2,417		
Rhyl Waterfront and Waterpark	10,721	10,545	530		
Contingency	500	0	505	500	500
Total	27,696	54,281	37,237	9,537	500
External Funding	12,184	18,165	19,692	8,695	4,796
Receipts and Reserves	2,908	10,090	1,886	893	
Prudential Borrowing	12,604	26,026	15,659	4,245	0
Unallocated Funding	0	0	0	(4,296)	(4,296)
Total Capital Financing	27,696	54,281	37,237	9,537	500

Note: 2018-19 Original Estimate is the position as approved by Council on 20th February 2018

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Appendix 3 - Major Capital Projects Update – February 2019

Rhyl Harbour Development	
Total Budget	£10.624m
Expenditure to date	£10.624m
Estimated remaining spend in 2018/19	£ 0.000m
Future Years estimated spend	£ 0.000m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.242m
<p>Narrative:</p> <p>Now that the bridge has been operational for a few years, the maintenance schedule needs to be revised to ensure that the bridge is properly maintained for the longer term. The Corporate Executive Team (CET) have previously considered a report regarding the maintenance regime and agreed in-principle to amend the maintenance schedule, pending a decision about the long term funding.</p> <p>When the revised bridge maintenance contract has been agreed with Dawnus Construction Ltd, the final account for the bridge will be negotiated and this will complete the project. In the meanwhile the necessary maintenance is being undertaken to keep the bridge in working order. Additional costs were incurred during 2017/18 for both reactive maintenance and breakdowns. The new maintenance regime needs to be agreed and implemented so changes can be made and future breakdowns avoided.</p> <p>Options were presented in an updated report to CET on 30th April 2018 and further information was supplied to CET for their meeting on 11th June 2018 where approval was given to proceed with the new bridge maintenance arrangements.</p> <p>Additional maintenance and improvements to reduce future costs are being considered along with changes in reporting procedures to reduce staff time required to administer the contract.</p> <p>The Bridge Final Account has been settled at £45k rather than £60k originally requested by the Contractor.</p>	
Forecast In Year Expenditure 18/19	£0.045m

21st Century Schools Programme - Rhyl New School	
Total Budget	£23.894m
Expenditure to date	£23.761m
Estimated remaining spend in 18/19	£ 0.063m
Future Years estimated spend	£ 0.070m
Funding	DCC £10.205m; WG £13.689m
Narrative:	
<p>The project has provided a new school building for Rhyl High School to accommodate 1,200 pupils in mainstream education and approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works have also included some extensive refurbishment to the exterior of the Leisure Centre.</p> <p>There are now just some playing field remedial works to be completed by the Contractor, and an updated record of the community benefits derived from the project to be provided; both of these items are in hand.</p>	
Forecast In Year Expenditure 18/19	£0.063m

21st Century Schools Programme – Glasdir	
Total Budget	£11.411m
Expenditure to date	£11.286m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£0.125m
Funding	DCC £2.763m; WG £8.648m
Narrative:	
<p>This project has delivered a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.</p> <p>Since April 2018, the schools have been using their new site. The new facilities have been received very positively by pupils, parents, teachers and governors of both schools.</p> <p>The Council's Design, Construction and Maintenance team are supervising the de-snagging of defects as part of the overall project programme. Snagging work is ongoing and will remain ongoing until the end of the defects period in April 2019. Work to de-commission the old site is complete with the asset managed by the Council's Estate department.</p>	
Forecast In Year Expenditure 18/19	£0.858m

21st Century Schools Programme – Ysgol Carreg Emlyn

Total Budget	£5.059m
Expenditure to date	£2.506m
Estimated remaining spend in 18/19	£1.010m
Future Years estimated spend	£1.543m
Funding	WG £0.221m; DCC £4.838m
<p>Narrative: This scheme is within the Band A proposals for 21st Century Schools Programme. The project will provide a new school building on a new site in Clocaenog and allow the two existing sites to be declared surplus.</p> <p>Works to the internals of the building continue to progress, with mechanical and electrical works progressing. The decoration, second fix and works to form the car park and playground areas have also now commenced.</p> <p>The highway works are also progressing well, to widen the highway and improve the drainage near the new school site.</p> <p>The easement for the Scottish Power H Pole to supply power to the new site is nearing completion with both contracts now signed. Scottish Power have provisionally booked the works for Mid-March.</p> <p>In the coming weeks, progress will continue on the internals of the building and the highway improvements.</p> <p>It is envisaged the new school will open in the Spring of 2019.</p>	
Forecast In Year Expenditure 18/19	£2.818m

21st Century Schools Programme – Ysgol LLanfair

Total Budget	£5.369m
Expenditure to date	£3.080m
Estimated remaining spend in 18/19	£1.125m
Future Years estimated spend	£1.164m
Funding	WG £0.180m; DCC £5.189m
<p>Narrative: This scheme is within the Band A proposals for 21st Century Schools Programme. The project will provide a new school building on a new site in Llanfair DC.</p> <p>The installation of the windows and doors is now complete and the building is now water tight. Internal works have commenced on site including the mechanical and electrical first fix and the start of the plaster boarding, plastering and painting of the internal walls. Over the coming weeks, works will continue to progress to the internal areas (M&E, plastering and painting of the walls). The external cladding and preparation for the render to the external walls will also continue to progress.</p> <p>Discussions are currently on going with the Council, Welsh Water and interested parties of the village hall to agree an easement for connection to the foul drainage chamber in the village hall car park. This will continue to be progressed as well as the works to the external areas.</p> <p>It is envisaged the new bilingual church school will open in the summer term of 2019.</p>	
Forecast In Year Expenditure 18/19	£3.676m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£16.748m
Expenditure to date	£16.452m
Estimated remaining spend in 18/19	£0.158m
Future Years estimated spend	£0.138m
Funding	WG £11.461m; DCC £5.287m

Narrative:

This scheme is within the Band A proposals for 21st Century Schools Programme. The project has delivered an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings. The project has also seen extensive landscaping, with creation of new outdoor hard and soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.

Phase 1, a new three storey extension was completed and handed over for occupation by the school from January 2017.

The first two sections of the old buildings following remodelling and refurbishment, comprising Phases 2a and 2b were handed over on 9th May 2017 and 28th June 2017 respectively. Part of Phase 2b included the new Visitors Car Park and the new Main Reception.

The final main section of remodelling and refurbishment of the old buildings, Phase 2c, was completed on 4th September 2017 and handed back to the school ready for the start of the new academic year.

Remaining internal works to create the new Leisure Centre facility and the final three rooms for the school were completed and handed over on 13th October 2017; at the same time the new Car Park and Coach Area and remaining external landscaping were also completed and handed over.

The final activities saw the old Tennis Courts resurfaced and fenced to create a Multi-Use Games Area and clearance of the Contractors site offices and compound; this work was completed and a final handover occurred on Friday 10th November 2017.

The School and Leisure Centre have returned to business as usual.

As part of dealing with any Defects in association with the 12 month Defects Periods for each of the Phase/Sub Phase sectional completions, Phase 2 internal defects were rectified over the summer school holidays along with the bulk of the Phase 2 external defects. A small number of remaining defects will be addressed in the coming months subject to agreement on access to the school.

The final issue of the BREEAM Certification associated with the project is still awaited and is anticipated within the next couple of months following an update from the Contractor. It is hoped the Final Account will be settled in the next few weeks.

Forecast In Year Expenditure 18/19	£0.200m
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21st Century Schools Programme – Rhyl 3-16 Faith School	
Total Budget	£23.813m
Expenditure to date	£9.849m
Estimated remaining spend in 18/19	£3.996m
Future Years estimated spend	£9.968m
Funding	WG £5.541m; DCC £18.272m
Narrative:	
<p>This scheme is within the Band A proposals for 21st Century Schools Programme.</p> <p>Work on site continues to progress well on site, with roofing, cladding and window installation now complete.</p> <p>Gas, water and sprinkler main pipework have now been installed to the boundary. First fix Mechanical and Electrical and partitions are ongoing throughout the building. One section of the build has commenced second fix mechanical and electrical and plastering.</p> <p>Over the next few months, staff at both Ysgol Mair and Blessed Edward Jones will be given the opportunity to visit the site and see the building start to take shape.</p>	
Forecast In Year Expenditure 18/19	£12.354m

Rhyl Waterfront and Waterpark	
Total Budget	£23.467m
Expenditure to date	£19.422m
Estimated remaining spend in 18/19	£ 3.515m
Future Years estimated spend	£ 0.530m
Funding	WG £5.354m; DCC£16.113m; Rhyl Town Council £2.000m
Narrative:	
<p>Construction work on SC2 is nearing completion. SC2 has been partially handed over to the Council, and the external areas and TAG Active will be handed over on 1st March 2019. The facility is still on schedule to open prior to Easter 2019.</p> <p>Travelodge is now complete and open to the general public.</p> <p>Major refurbishment of the Rhyl Central (formerly the Children’s Village Underground) car park is on schedule to complete by late March and open to the public in April 2019.</p> <p>Proposals for the rest of the Children’s Village units and public realm are still being considered.</p>	
Forecast In Year Expenditure 18/19	£10.545m

Rhyl Queens Market Redevelopment	
Total Budget	£5.000m
Expenditure to date	£0.007m
Estimated remaining spend in 18/19	£2.993m
Future Years estimated spend	£2.000m
Funding	WG £5.000m (subject to formal confirmation)
Narrative:	
<p>Approval from Cabinet has been given to accept a Welsh Government grant offer in respect of the Queen's Market Redevelopment. An updated valuation has been received and forwarded on to the Welsh European Funding Office. It is hoped that this will enable an official award letter for the first tranche of funding to be issued to the Council, and for the property acquisition to be completed this financial year.</p>	
Forecast In Year Expenditure 18/19	£3.000m

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 Mar 2019	1	Denbighshire's Replacement Local Development Plan – Draft Pre Deposit (preferred strategy) for consultation.	To consider a recommendation to Council.	Tbc	Councillor Brian Jones / Angela Loftus
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
30 Apr 2019	1	Proposed Alternative Delivery Model (ADM) for various leisure related activities and functions	See description.	Yes	Councillors Bobby Feeley and Julian Thompson-Hill / Graham Boase / Sian Lloyd Price
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 May 2019	1	North Wales Growth Bid Governance Agreement 2	To approve the governance arrangements in relation to	Yes	Councillor Hugh Evans / Graham Boase / Gary

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the implementation of the growth deal.		Williams
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 Jun 2019					
	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
30 July 2019					
	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Cabinet Forward Work Plan

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>March</i>	<i>12 March</i>	<i>April</i>	<i>12 April</i>	<i>May</i>	<i>13 May</i>

Updated 14/02/19 - KEJ

Cabinet Forward Work Programme.doc

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