



A meeting of the **EMPLOYMENT COMMITTEE** will be held in **THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 25 FEBRUARY 2025 at 7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the meeting of the Committee held on 20th November 2024.

Contact Officer: A Roberts - 01480 388015

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Contact Officer: Democratic Services - 01480 388169

3. WORKFORCE INFORMATION REPORT QUARTER THREE 2024-25 (Pages 9 - 26)

To consider an update on HR matters impacting on the performance of the organisation.

Contact Officer: L Harfield - 01480 388569

4. PAY POLICY STATEMENT 2025/2026 (Pages 27 - 34)

To consider and comment on the Council's Pay Policy Statement 2025/2026.

Contact Officer: L Harfield - 01480 388569

5. GENDER PAY GAP REPORT - MARCH 2024 (Pages 35 - 38)

To consider and comment on a report by the Interim Head of HR containing details of the Gender Pay Gap as required by legislation.

Contact Officer: L Harfield - 01480 388569

6. WORKFORCE STRATEGY UPDATE (Pages 39 - 50)

To receive an update on the Workforce Strategy.

Contact Officer: K Hans - 01480 388329

7. HR POLICY UPDATE - FLEXIBLE WORKING SCHEME (Pages 51 - 72)

To consider and comment on a report by the Interim Head of HR on the outcome of a review of the Flexible Working Scheme.

Contact Officer: L Harfield - 01480 388569

8. REPRESENTATIVES OF EMPLOYEES

At the request of representatives of employees to consider a range of issues.

9. EXCLUSION OF PRESS AND PUBLIC

To resolve –

that the press and public be excluded from the meeting because the business to be transacted contains exempt information:

- relating to the financial or business affairs of any particular person (including the authority holding that information);
- relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority;
- in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Contact Officer: Democratic Services - 01480 388169

10. LEISURE UPDATE (Pages 73 - 86)

As requested at the last meeting, to receive a presentation by the Head of Leisure and Health containing an update on One Leisure.

Contact Officer: G Holland - 01480 388157

11. WORKFORCE STRATEGY AND DUE DILIGENCE FOR LOCAL GOVERNMENT REORGANISATION

To consider a report by the Head of Paid Service.

Contact Officer: M Sacks - 01480 388116

17th day of February 2025

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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Please contact Anthony Roberts, Democratic Services, Tel: 01480 388169 / email Anthony.Roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Wednesday, 20th November 2024.

PRESENT: Councillor A Blackwell – Chairman.

Councillors S Cawley, L Davenport-Ray,
P A Jordan, P Kadewere and D N Keane.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S A Howell and C Lowe.

IN ATTENDANCE: D Pope- Employee Representative.

17. MINUTES

The Minutes of the meeting of the Committee held on 18th September 2024 were approved as a correct record and signed by the Chair.

18. MEMBERS' INTERESTS

No declarations of interests were received.

19. WORKFORCE INFORMATION REPORT (QUARTER 2)

The Committee received and noted a report on Human Resources matters impacting on the performance of the Council during the period 1st July to 30th September 2024. The report included the latest position and trends relating to employee numbers, salary costs and sickness absence. A copy of the report is appended in the Minute Book.

The Committee was informed that the total number of employees at the end of the last quarter was slightly lower than at the end of the previous quarter and that the total spend on pay costs for employees in 2024/25 was forecasted to be £361,000 higher than the year's budget. The expected overspend on contractors and agency staff meant there was likely to be an overall overspend of £1,411,000 against the staffing budget.

The report indicated that three employees had retired in the quarter. Members recognised the employees' achievements and asked that their congratulations be passed on. Having noted that there had been one death in service during the report period, Members requested that their condolences be sent to relatives of the deceased.

The Committee congratulated Officers on their achievements in terms of recruitment. However, Councillor Jordan also enquired why turnover was high. In response, Members were informed that while some turnover was desirable, detailed analysis of reasons for leaving

had not yet been carried out. This would be done once an improved exit interview process had been introduced. A request was made for the outcome of this analysis to be submitted to a future meeting. Members also discussed whether staff turnover should be included in the Council's Risk Register and whether succession plans should be introduced for key roles and roles that were difficult to recruit to. The Chief Executive assured the Committee that these had been discussed by the Senior Leadership Team and consideration was being given to including recruitment to the Planning section as a separate entry in the Risk Register. Separately, some teams operated their own informal succession plans.

Having reviewed the section of the report containing reasons for sickness absence, Members requested details of the manual handling training provided by the Council.

Councillor Davenport-Ray enquired about the effect the change to National Insurance would have for the Council and how any risks associated with it might be mitigated. It was stated that the likely cost would be incorporated into the financial plans. Support would be made available to the Council, but the amount and form were not known. The change would come into effect in April 2025, so it would be factored into the Budget in February. The effect would be incorporated into the regular Employment Committee monitoring report.

David Pope, Employee Representative, asked several questions about contractual and budget matters. In response, the Committee was informed that there had been no change in policy but, where possible, the Council was endeavouring to move to permanent contracts for employees rather than variable ones. Work also would be undertaken on the use of contractors and agency staff when accurate projections had been made.

The Committee was acquainted with Employee Representatives' concerns at the number of individuals leaving the Council, particularly those with management experience. However, Representatives were pleased with the use of exit interviews, the high calibre of candidates applying to the Council and the trend for employees to transfer to new roles within the Council. Finally, comment was made on sickness absence and the potential this had to add to levels of stress. Regarding the latter, it was reported that managers were supported to intervene earlier to address sickness absence. The Committee welcomed the opportunity to review trends from exit interviews at a future meeting.

At the conclusion of their deliberations on the report, the Chief Executive informed Members of a forthcoming opportunity to showcase to other employers the Council's apprentices in conjunction with partner agencies. One of the aims of the event was to demonstrate to businesses the pipeline of talent that had been created. Whereupon, it was

RESOLVED

- a) that the contents of the report be noted, and

- b) that the Council place on record its recognition of and gratitude for the excellent contribution made by the employees who have recently retired from employment in the local government service and pass on its best wishes for a long and happy retirement.

20. WORKFORCE STRATEGY UPDATE

By means of a presentation (a copy of which is appended in the Minute Book) Kiran Hans, HR Manager – Project Delivery, provided the Committee with an update on the progress of Workforce Strategy actions. The presentation covered recent activity including holding roadshows, the deployment of a health kiosk and the establishment of internal resources for the Strategy. She went on to refer to the Strategy's first five priorities and the position in relation to the Action Plan compared with the previous month.

The Committee welcomed Chloe George, HR Coordinator – Project Delivery, who had recently been appointed to support work on the Strategy and who was attending her first meeting. The Chief Executive stressed that following comments by Members at a recent full Council meeting about the importance of making resources available to deliver the aims of the Strategy, funding made been brought forward for this purpose.

The Committee commented on the transparency of the Action Plan and the importance of providing advice on pensions. Councillor Davenport-Ray suggested compiling information on how the pension fund was invested. Members then endorsed the continued engagement with employees. Councillor Cawley suggested that a summary of the comments made should be submitted to a future meeting.

David Pope, Employee Representative, commented that the Strategy had been positively received by employees and that employees felt the roadshows demonstrated that their views had been listened to.

21. POLICY UPDATES - DISCIPLINARY AND RAISING CONCERNS POLICIES AND EMPLOYEE HANDBOOK

By means of a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) the Committee was acquainted with the outcome of reviews of the Disciplinary and Raising Concerns policies and of the Employee Handbook.

In response to a question by Councillor Cawley, the Committee was informed that employees were engaged on policies through a new learning management system. Furthermore, the Leadership Management Development Programme contained an element on employee relationships. Councillor Cawley expressed an interest in receiving more information on these.

Following a further question by Councillor Jordan, it was reported that occupation health services were provided by an external organisation and that the Council recently had changed provider.

After a question by Councillor Davenport-Ray on the Disciplinary

Policy, David Pope confirmed that employees' concerns had been resolved.

The Committee then discussed whistleblowing. It was agreed that while it should remain separate, reference to it should be included in relevant policies. Having also agreed to consider alternative ways of making the documents available, it was

RESOLVED

that the Disciplinary and Raising Concerns policies and the Employee Handbook be endorsed.

22. REPRESENTATIVES OF EMPLOYEES

David Pope, Employee Representative, outlined staff concerns at changes to National Insurance and its implications for the Council's finances, pay and job security. The Chief Executive confirmed that this was discussed with the Employee Representative Group and the Union during their ongoing dialogue.

Following a request from Councillor Cawley, it was agreed to submit a report to a future meeting on changes to One Leisure, the impact on staff and the service and lessons learnt.

Chairman

Workforce Report Quarter Three 2024-25

Report Highlights

Report Section	Measure	Trend	Q2 2024/25	Q3 2024/25
1.1	Headcount	↑	650	668
1.1	FTE	↑	592.46	608.28
1.2	Variable Employees	↓	482	372
1.4	High Earners	↑	53	57
1.5	Leavers	↓	35	33
1.6	Turnover	↑	15.9%	17.5%
1.7	Employment Offers Made	↓	98	80
2.0	Sickness Days Lost per FTE	↓	8.9	8.5
2.3	Sickness Absence – Long-Term	↓	59.3%	41.1%
3.0	HR Caseload	↓	82	72
3.1	HR Caseload – Sickness Absence Management	↑	53.6%	55.5%
			2024/25 Budget	Q3 Forecast
1.3	Pay bill – Total	↑	30.7m	£31.8m
1.3	Pay bill – Employees	↓	30.4m	£30.2m
1.3	Pay bill – Contract & Agency Staff	↑	0.3m	£1.5m

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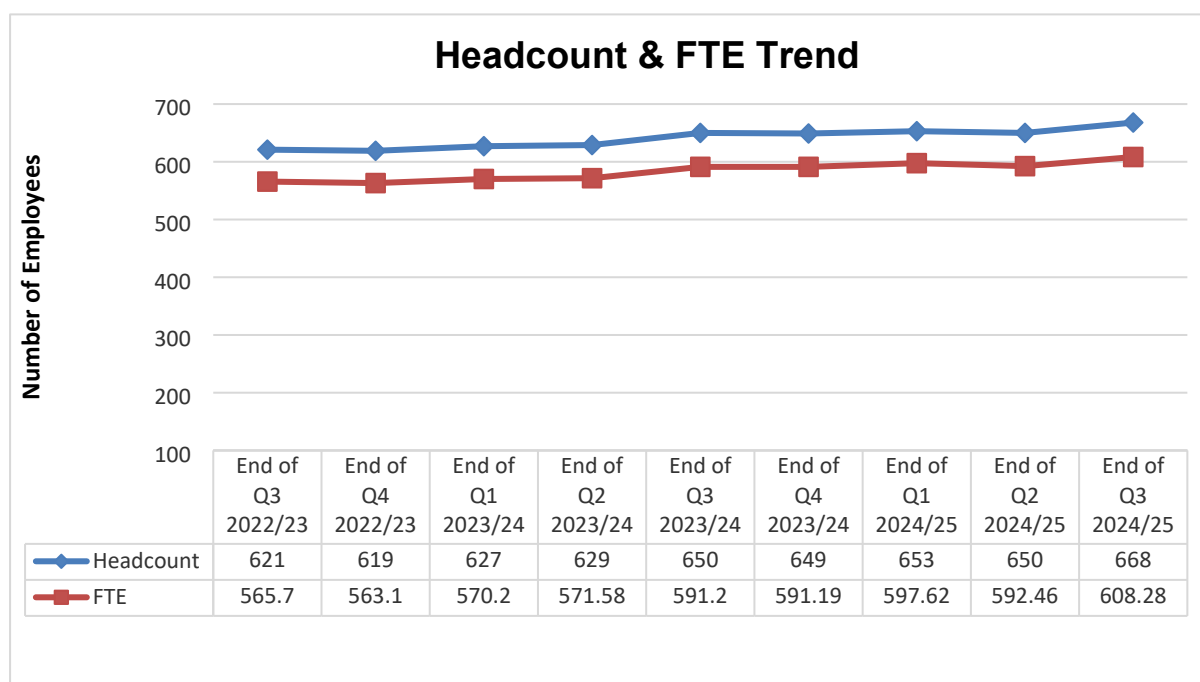
1.0 EMPLOYEE PROFILE

Definition: Headcount is the number of employees working within the Council, counting primary roles only.

A **full time equivalent** (referred to as FTE) is a measure of an employee's workload to make the position comparable across the workforce based on a 37-hour full-time working week. For example, an FTE of 0.5 indicates that the employee works half of a full-time working week (18.5 hours).

1.1 HEADCOUNT AND FTE

At the end of Quarter Three (31 December 2024), the total number of permanent and Fixed term employees employed by Huntingdonshire District Council was 668 (excluding those employed on a variable or casual hour basis) with the number of full-time equivalent posts at 608.28

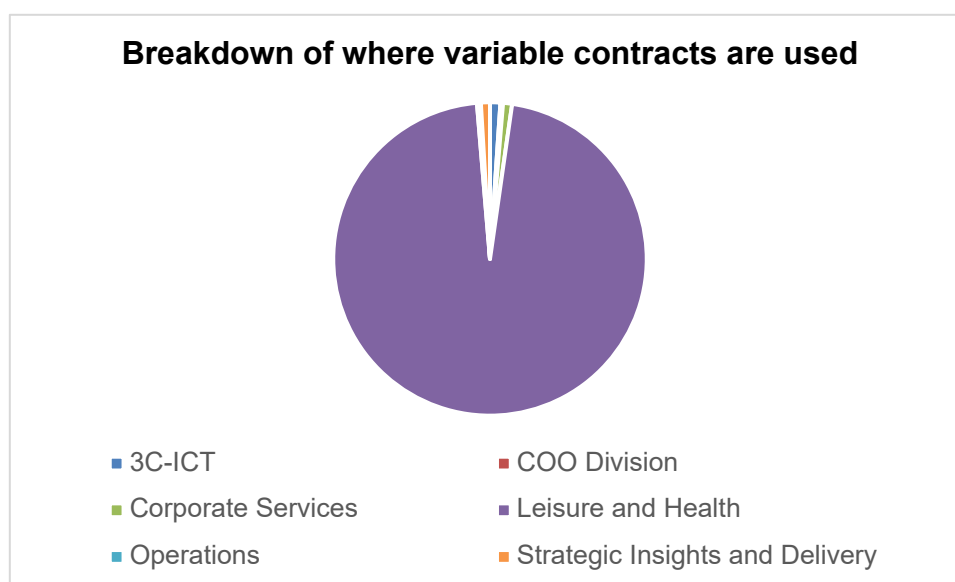


1.2 WORKFORCE BY CONTRACT TYPE

Data on Variable employees (zero hours basis contracts) is included in the below table. However, data on Variables are not included in the other areas of the workforce reporting. Variables are typically employed in multiple positions across Leisure services; though a small number of Variables are employed in Operations, Recovery Services, and ICT. At the end of Q3 HDC had 372 individuals employed in 751 posts. This is a decrease from quarter two due to undertaking a review of those employees that had not worked for over 12 months and removing them from the system

The numbers in the table below may vary as they include employees with multiple contracts/ positions.

Employment Type	Q2 2024/25	Q3 2024/25
Fixed Term	44	43
Permanent	579	600
Apprentice	2	2
Secondment/Acting Up	30	29
Grand Total	655	674
Variable employees	481 (982)	372 (751)

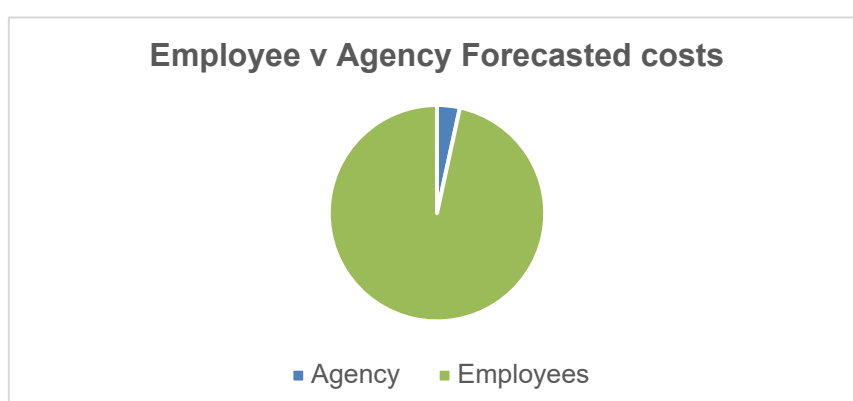


1.3 PAYBILL

The following table shows the employee paybill costs over several years. At this stage of 2024/25 the forecast shows a projected overspend on all employee costs (staff, contractors and agency workers) of £1.119m. This arises from a spend of £1.241m on contractors and agency workers against a budget of £337,335 less £122,000 projected underspend on employee salaries as shown below. Following on from feedback, as part of the budget preparation process for 2025/26 the budget for agency staff used in Operational Services will be increased as they are an integral part of having an in-house operations service.

The majority of our agency spend is centred towards our ICT and Operational Services teams.

Year	Employee Paybill Budget (£)	Employee Paybill Actual (£)	Employee Paybill Forecast (£)
2017/18	24,591,631	23,536,053	
2018/19	25,230,515	23,192,646	
2019/20	24,871,268	23,941,696	
2020/21	25,679,601	24,240,402	
2021/22	25,377,310	25,421,307	
2022/23	27,330,175	26,467,958	
2023/24	27,848,427	27,157,627	
2024/25	30,414,245		30,291,794



1.4 HIGH EARNERS

Definition: High earners are classified as employees who are paid at £50,000 or above. This information is already published annually in line with the Government's commitment to improve transparency across the public sector and the target hasn't changed since it was introduced. The Councils pay policy distinguishes authorisation of salaries over £75,000 per annum.

At the end of Quarter Three 57 employees were paid at FTE salaries of £50,000 or above, representing 8.5% of the total workforce. 1.1% of the workforce are paid salaries over £75,000. The total number of employees classed as high earners has increased since the previous Quarter (54).

1.5 LEAVERS

During Quarter Three, 33 full-time/part-time employees on permanent or fixed-term contracts left the organisation, which is lower than the total leaving in the previous Quarter (35).

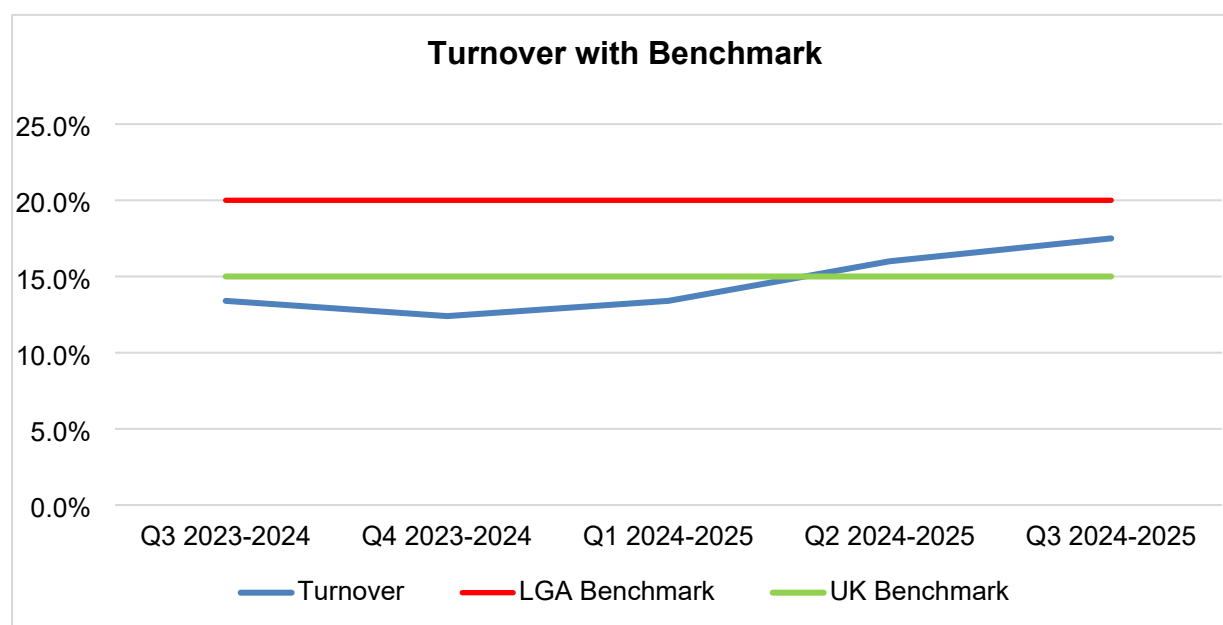
9 of the leavers from Q3, resigned to take up other posts with either commercial or public sector employers, this is a decrease from the 10 in last quarters report. There

were 3 individuals who retired that had a combined Service with local government of 59 years.

Leaving Reason	Permanent	Fixed-term
Dismissal Capability	1	0
Dismissal Ill Health	1	0
Dismissal Misconduct	1	1
End of Contract	0	1
Failed Probation	1	0
Retirement	3	0
Settlement Agreement	1	0
Voluntary Resignation	19	4
Total	27	6

1.6 TURNOVER

In the 12 months to 31 December 2024, 118 employees left the Council. As a proportion of the average number of permanent/Fixed Term employees over this period, the overall annual turnover rate for employees is 17.5%, which is higher than the previous quarter but remains below the LGA benchmark. Data from exit interviews is analysed to see where additional support may assist with staff retention.



1.7 RECRUITMENT METRICS

Recruitment activity has remained busy, reflecting the dynamic and competitive nature of the current job market. Although there has been a decrease in number of

roles advertised compared to Q2, this is typical of the time of year however there has been an increase in advertised roles compared to the same period in 2023/24.

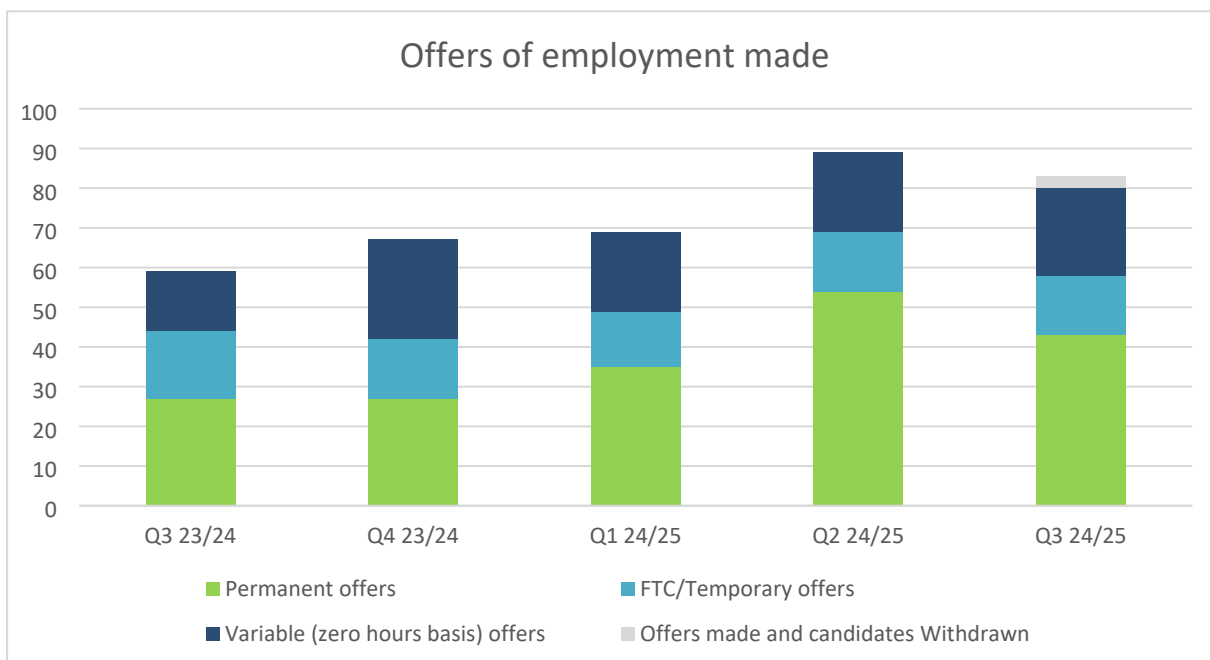
Of the 80 offers made through core recruitment activities, 16 were existing HDC staff, promoted or moving into other positions around the council. The HR team will continue to support the business with creating opportunities to grow and develop our workforce, careers, and mobility around services.

Advertised Roles	Q3 23/24	Q4 23/24	Q1 24/24	Q2 24/24	Q3 24/24
	41	46	83	83	47

Advertised Roles per business area	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25
ICT	5	7	6	1	5
Corporate Services (HR, Finance, Facilities, Dem Services)	4	15	8	10	2
COO (Development/Planning, Community, Revs & Bens, Customer Services)	5	2	9	17	3
Strategic Housing & Growth	0	2	2	4	3
One Leisure	12	6	36*	21	25
Recovery Services (Car parking; Countryside, Parks & Open Spaces)	0	3	1	6	5
Operations (Waste, CCTV, Grounds Maintenance, Street Cleaning)	12	11	17	17	3
Executive/Transformation/Communications	3	0	4	7	1

*includes One Leisure review.

Number of candidates applied	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25
	322	362	604	1129	763



1.8 RECRUITMENT CHALLENGES/SUCSESSES

There has been a continuation in the trend of heightened candidate attraction this quarter.

Very encouragingly, the data continues to demonstrate a real success in reaching candidates with an outstanding 763 applications compared to 322 in Q3 2023/24.

As reported last quarter from monitoring the new LinkedIn advertisements which showed early promise. Over the last nine months this approach has achieved 510,000+ impressions, 23,900+ job views and 2,200+ total apply clicks resulting in 10 hires. In addition, our followers have grown by 37%. This is very encouraging, and we will continue to use all the tools at our disposal to grow our LinkedIn network.

The new Chief Digital Information Officer post has been successfully recruited to and will report to the three Chief Executives of the councils that form the shared service. This is a result of the completion of the first executive search led by the Resourcing Team Manager at HDC. Prior to this, the searches would have been carried out via external agencies and would have incurred subsequent. Through strategic outreach an outstanding pool of candidates was sourced, showcasing a diverse range of skills and experiences across several industries including public, private and third sector.

The collaborative efforts and innovative approach not only attracted top-tier talent meeting the high standards required for this executive role, but also set a new benchmark for future searches. This achievement underscores the team's capability to manage future executive searches and will have a positive impact on recruitment efforts in several ways:

- **Enhanced Reputation:** The team's ability to attract and evaluate top-tier candidates will bolster HDC's reputation, making it easier to engage high-calibre talent in future searches.
- **Increased Confidence:** This achievement will boost the team's confidence, encouraging the council to take on more challenging and executive recruitment projects.
- **Refined Processes:** The experience gained will allow us to refine strategies and processes, leading to more efficient and effective recruitment efforts.
- **Stronger Networks:** Building relationships with outstanding candidates and industry professionals will expand the council's network, providing access to a broader talent pool in the future.

1.9 LEARNING & DEVELOPMENT AND EMPLOYEE ENGAGEMENT

Activities that have taken place in the last quarter to help support employee engagement and aid in retention the following activities have taken place:

- Learning & Development (L&D) continue to work closely with Cambridge Regional College (CRC), with a view to hosting work experience placements with us during March and the summer. Alongside this L&D are working with managers and CRC to talent spot with a view to offering longer placements to enable students the opportunity to gain valuable work experience while bringing new ideas to HDC and allowing us to be showcased at CRC as a potential place of work for their students in the future.
- L&D continue to provide up to date apprenticeship information when required to managers and individuals to explore apprenticeship opportunities for existing staff as well as new apprenticeship contracts to the council.
- A second cohort of level 5 leadership and management apprenticeships was launched in October and consists of 3 staff wishing to undertake this programme.
- The current cohort consisting of 7 staff undertaking the level 5 leadership and management apprenticeships programme came to an end in this quarter and I am thrilled to report that all 7 gained Distinctions. Two staff undertaking the Corndel Executive Development Programme also obtained Distinctions.
- The team have launched a new Learning Management System (LMS) which hosts mandatory training, some is elearning, as well as instructor led learning opportunities for staff.

Apprenticeships

- The apprenticeship programme is continuing to develop and support internal staff within HDC. By the end of Quarter Three (31 December 2024), 12 members of staff started their apprenticeships with 19 members of staff continuing their apprentices. The new apprenticeships that have been started include Operations Manager, Level: 5, Sustainability Business Specialist (integrated degree), and Chartered Surveyor (degree). All apprentices are existing employees and are keen to develop and excel in their chosen careers. 11 members of staff completed and passed their apprenticeships during this time
- The figures shown in the table below are as at the end of December 2024.

	Level 3	Level 4	Level 5	Level 6	Level 7	Total
New Apprenticeships	5	4	1	0	2	12
Ongoing	7	4	3	1	4	19

- The Workforce Strategy Team are delivering the next 4 priorities, these are Electric Vehicles, Social Committee, Leisure Discounts and ICT access for all.
- Health checks are continuing to be delivered to staff at both Pathfinder House and Eastfield House. These are follow on appointments from the Health Kiosk.
- Roadshows are being held at each of the sites, these Roadshows are due to start in February and will provide staff with an update on the action plan.
- A buddy system has been set up for new staff to support them during their onboarding process
- The Christmas decorating competition was well received across all sites
- L&D will continue to link in with East of England Local Government Association to understand the changes to the levy and the impact this will have on some apprenticeships.

2.0 SICKNESS ABSENCE

Definition: Long term sickness is classified as a continuous period of absence of 28 or more calendar days. All other periods of absence are defined as **short term**.

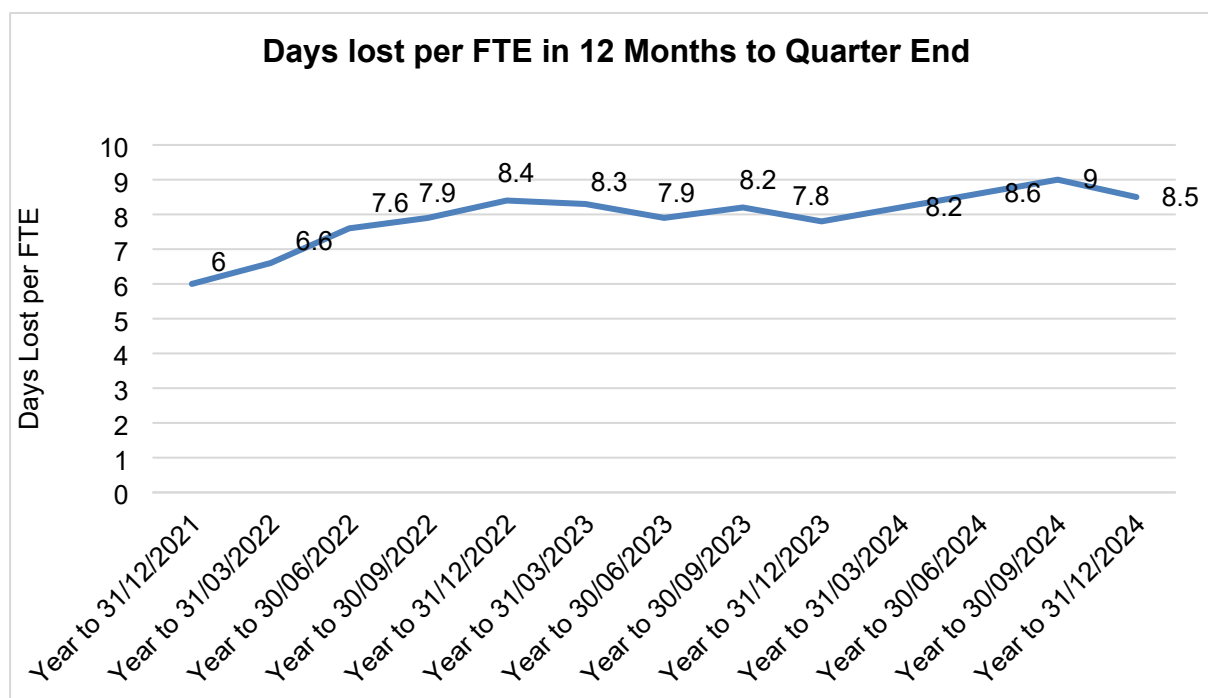
The absence data is calculated per full-time equivalent (FTE) as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

Trigger points for management action under HDC policy are as follows:

- 3 or more periods of absence in a rolling 3-month period
- 6 or more periods of absence in a rolling 12-month period
- 8 working days or more in a rolling 12-month period
- Long term absence of 28 calendar days or more
- Patterns of absence
(e.g., regular Friday and/or Monday; repeated absences linked to holidays)

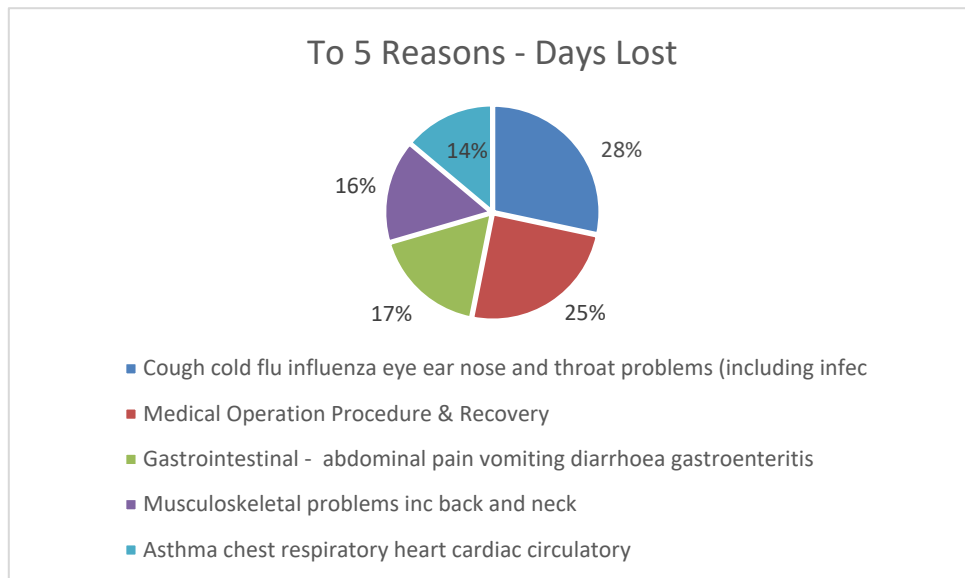
2.1 TREND OF WORKING DAYS LOST ACROSS HDC

The graph shows the trend in sickness absence per FTE employee over a rolling period to the end of each Quarter since December 2021. It shows that sickness absence to the end of Quarter Three has decreased to 8.5 days per FTE which is a decrease from 9 days per FTE last quarter.



2.2 REASONS FOR SICKNESS ABSENCE

The top 5 reasons for sickness absence by category below: -

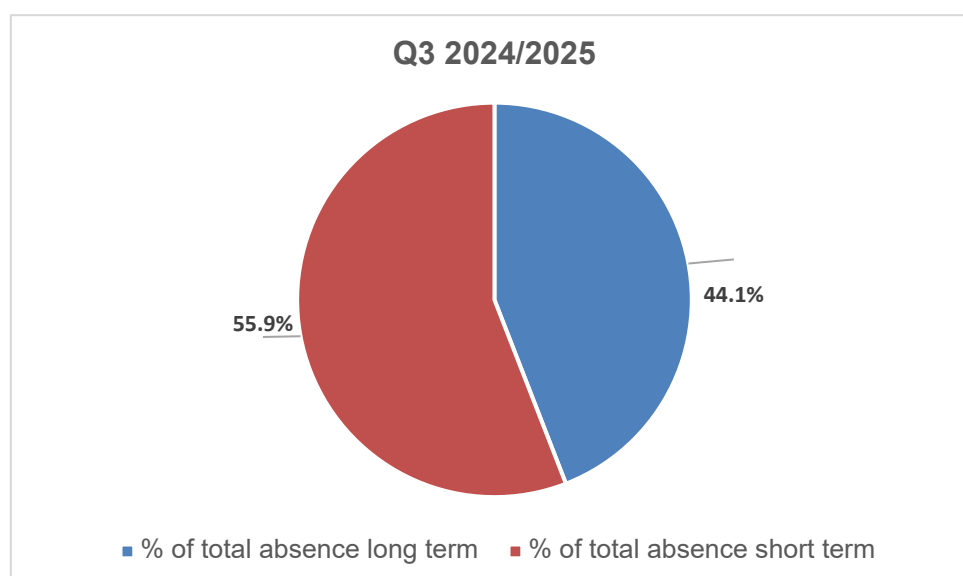


2.3 SICKNESS ABSENCE BREAKDOWN

Days lost due to long-term sickness has reduced in Q3 compared to the previous Quarter. This is due to a number of complex sickness absence cases being resolved

Quarter	Total days of long-term sickness	Total Working days lost (Short term sickness)	% of total absence long-term	% of total absence short-term
Q2 2022/23	647 (11)	441.5	59.40%	40.60%
Q3 2022/23	771 (15)	635.5	54.82%	45.18%
Q4 2022/23	348 (8)	752	31.6%	68.4%
Q1 2023/24	590 (11)	411	58.9%	41.1%
Q2 2023/24	820 (20)	379	68.3%	31.7%
Q3 2023/24	878 (24)	541	61.8%	38.2%
Q4 2023/24	859 (29)	472	64.5%	35.5%
Q1 2024/25	859 (22)	449.5	65.6%	34.4%
Q2 2024/25	823 (18)	566.01	59.3%	40.7%
Q3 2024/25	525 (17)	663.29	44.1%	55.9%

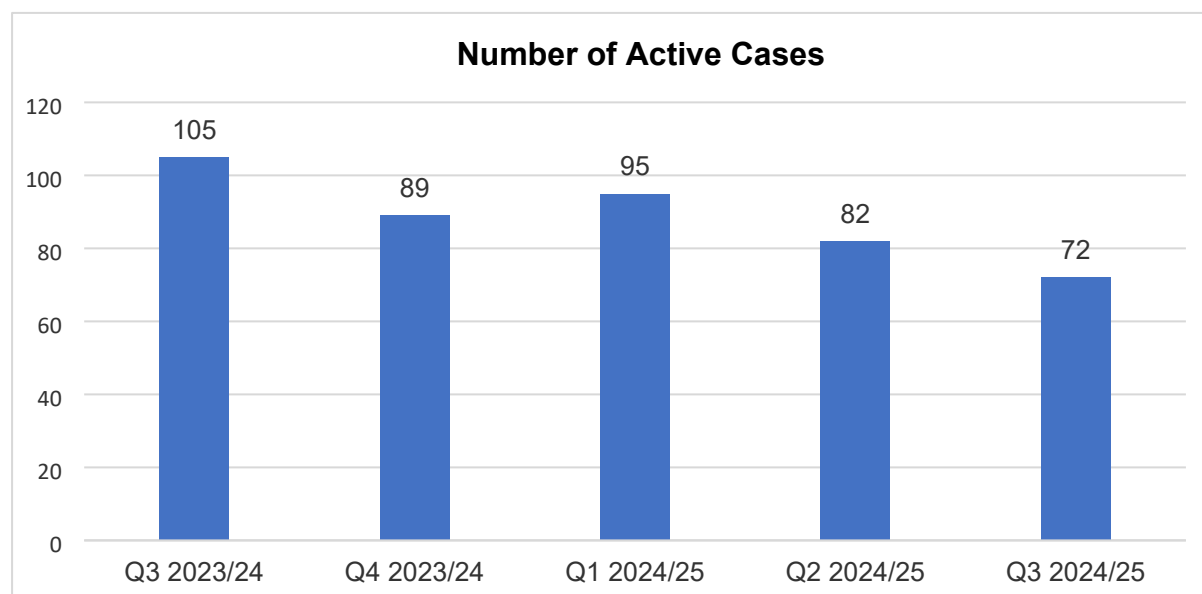
*Brackets denotes number of employees absent.



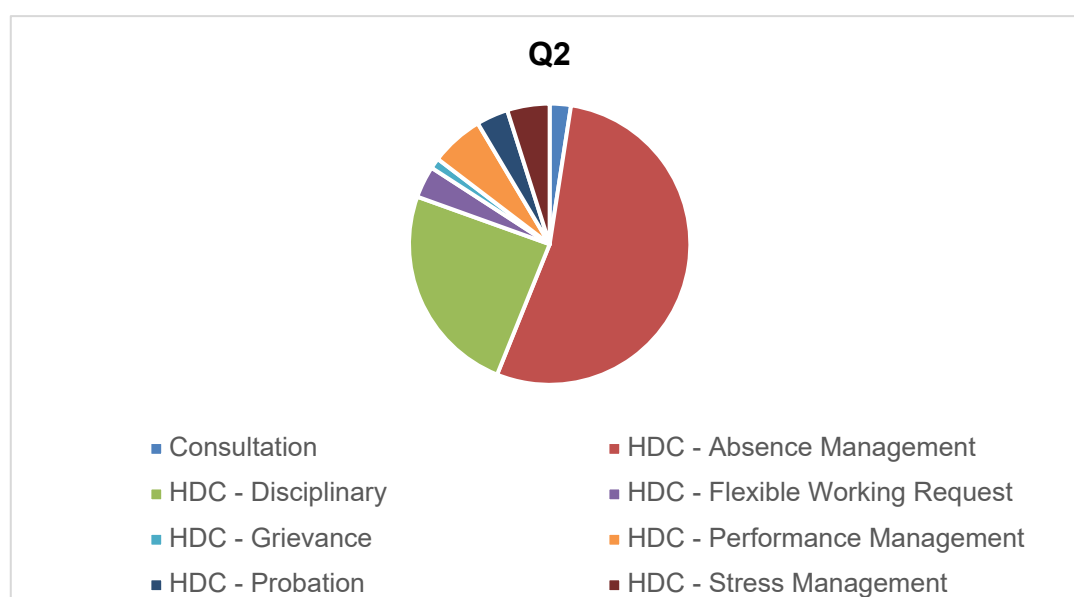
3.0 HR CASELOAD

The caseload is recorded to provide an indicator of the type of HR issues that the organisation has been dealing with over the last 12 months.

3.1 BREAKDOWN OF HR CASES BY TYPE



During Quarter three there were 72 cases in progress, of which 16 were dealt with under formal procedures. The Overall total was lower than in the previous Quarter.

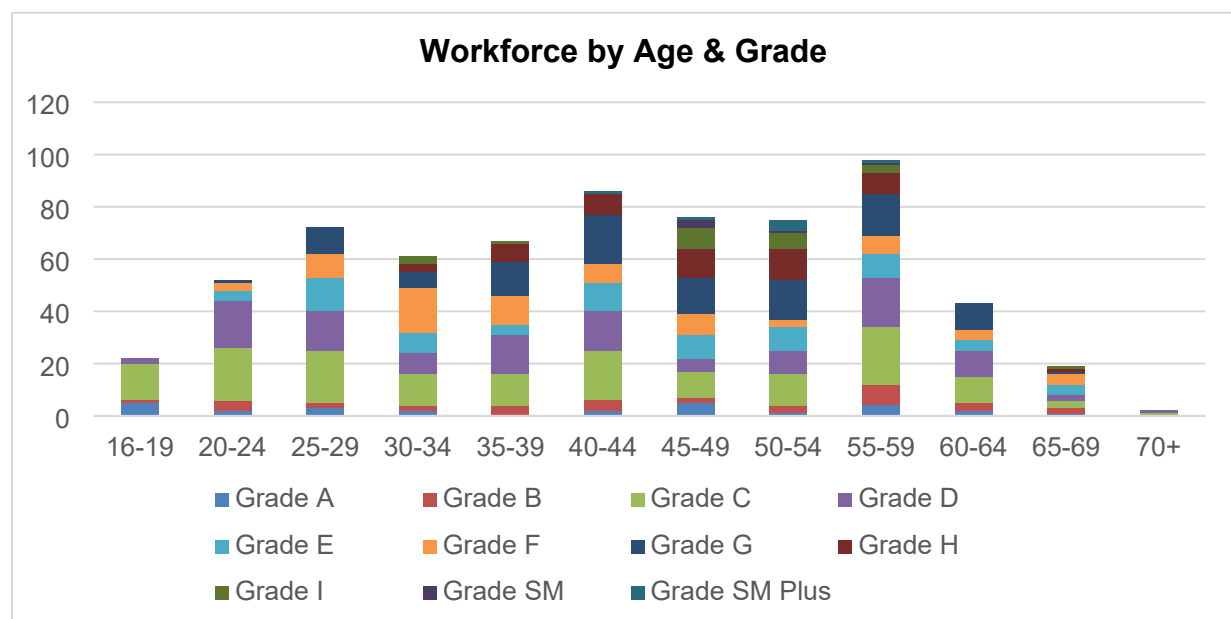


4.0 EQUALITIES DATA

Equality Data may be presented using percentages and not specific numbers as in some cases the sharing of specific numbers would mean that a small group of people could be easily identified.

4.1 WORKFORCE BY AGE AND GRADE

The number of employees by 5-year age band is depicted below by pay grade. Please note that where an employee has two jobs on different grades, they have been counted within their age band against both grades. On analysing the workforce data for the last 5 years, our profile has remained very consisted with employees aged under 50 increasing from 63% 3 years ago to 64.7% in this current quarter.

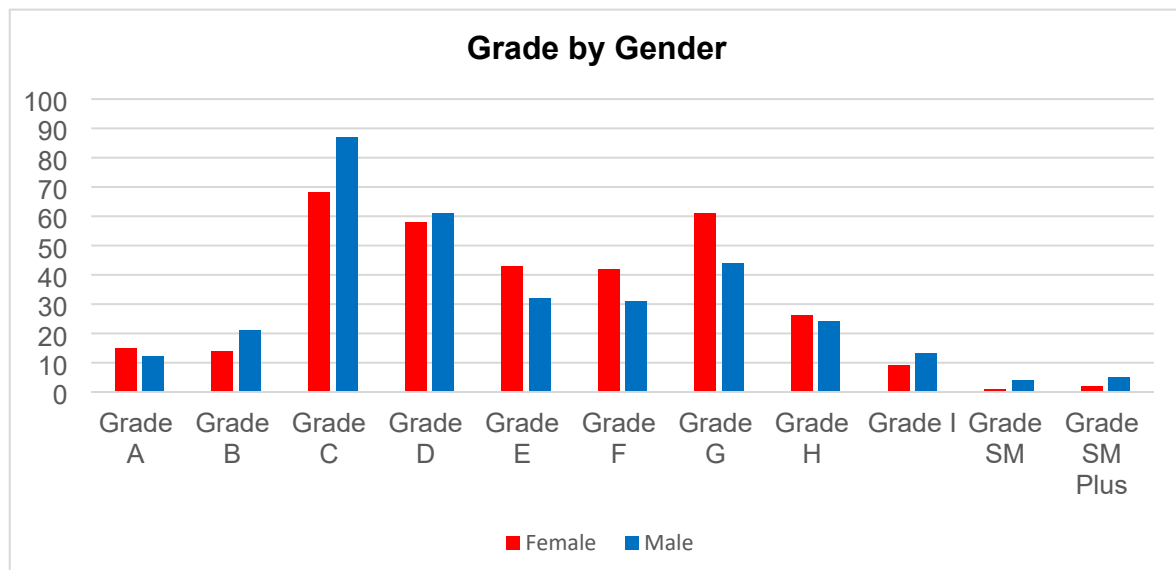


For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salary levels.

4.2 WORKFORCE GENDER



4.3 EMPLOYEES BY GRADE AND GENDER



4.4 WORKFORCE BY ETHNICITY

Ethnicity	% of workforce
Asian	2.25%
Black	1.50%
Mixed	1.20%
Other	0.30%
White	85.48%
Not Declared	9.28%

4.5 DISABILITY DATA

Disability Status	% of work force
No	75.15%
Yes	11.38%
Not Declared	11.68%
Not Known	1.80%

5.0 ACCIDENT / INCIDENT REPORTS

This section reports on the number and nature of accidents and incidents occurring in owned, managed and occupied premises or associated with work activities undertaken by the Council's employees, during the period 1st October to 31st December 2024.

Definition: Accidents reported to the Incident Control Centre under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations are referred to as RIDDOR accidents.

5.1 OPERATIONS SERVICES

There were no RIDDOR accidents reported.

There were five non-RIDDOR accidents relating to employees recorded.

The table below summarises these by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Injured while handling, lifting or carrying	No First Aid	2
Non-RIDDOR accident	Slips, trips or falls on same level	No First Aid	3

5.2 OFFICE-BASED PREMISES

There were no RIDDOR accidents reported.

There was one non-RIDDOR accident relating to employees recorded.

There were no non-RIDDOR accident relating to a non-employee recorded.

The table below summarises these by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Other kind of accident	First Aid	1

5.3 ONE LEISURE AND ONE LEISURE ACTIVE LIFESTYLES

There were no RIDDOR accidents reported.

There was one non-RIDDOR accident relating to an employee recorded.

The table below summarises these by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Other kind of accident	First Aid and Doctor Advised	1

A total of sixty-five accidents were recorded involving non-employees.

There were no RIDDOR reportable accidents involving non-employees recorded.

There were thirteen recommendations to seek further medical attention and three ambulances were called.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Pay Policy Statement 2025/2026

Meeting/Date: Employment Committee – 25 February 2025,
Full Council - 26 February 2025

Executive Portfolio: Cllr Lara Davenport (LD)

Report by: Interim Head of HR (LH)

Ward(s) affected: N/A

Executive Summary:

The Localism Act 2011, requires for each local authority to produce and publish an annual Pay Policy Statement. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regards to our approach to setting pay.

The Statement must be agreed by Full Council and published on our Website by 31st March 2025. It must set out the authority's policies relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of chief officers and of other employees. Including the ratio of pay of the top earner and that of the median earner.

The Pay Policy Statement attached sets out the Council's current policies and standard practices and should satisfy the requirements of the Localism Act 2011. Much of the information required is already published by the Council on its website.

Once adopted, the Pay Policy Statement will be publicised on the Council's website along with the data on senior salaries that is already published (under the Code of Recommended Practice for Local Authorities on Data Transparency 2011) through the Annual accounts.

Recommendation(s):

The Committee is asked to approve the Pay Policy Statement for 2025/26.

1. PURPOSE OF THE REPORT

- 1.1 The report draws Employment Committee's attention to the Annual Pay Policy Statement for 2025/26.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Localism Act 2011 requires each local authority to produce an annual Pay Policy Statement. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regards to our approach to setting pay.
- 2.2 Employment Cttee are asked to review and agree the Pay Policy statement, which can then be taken to full council, before publication on our website by 31 March 2025.

3. KEY IMPACTS / RISKS

- 3.1 It is a statutory requirement for the council to publish this Annual Pay Policy statement.

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 Employment Committee to review 12 February, Full Council to review 26 February. Publication on HDC Website by 31 March 2025.

5. LIST OF APPENDICES INCLUDED

Appendix 1 –2025/26 Pay Policy Statement HDC

CONTACT OFFICER

Name/Job Title: Leanne Harfield, Interim Head of HR
Tel No: 01480 388569
Email: leanne.harfield@huntingdonshire.gov.uk

PAY POLICY STATEMENT 2025 - 2026

1. Introduction and scope

- 1.1. This Pay Policy Statement is produced in accordance with the Localism Act 2011 and sets out Huntingdonshire District Council's approach, to ensure transparency and accountability with regards to setting pay.
- 1.2. The Pay Policy Statement identifies:
 - The method by which salaries and severance payments are determined.
 - The detail and level of remuneration of the council's most senior managers, that is the Managing Director and the Senior Leadership Team, which accords with the requirements of the Localism Act 2011.
 - The detail and level of remuneration for the lowest level of post.
 - The ratio of pay of the top earner and that of the median earner.
- 1.3. The localism Act refers to posts of Chief Executive, Chief Officer and Deputy Chief Officer (those that report to a Chief Officer). Whilst the Council does not employ any post with the designation Chief Officer or Deputy Chief Officer, it is considered for the purposes of this legislation that the definition relates to posts of Managing Director as Head of Paid Service; Directors: Assistant Directors; and Heads of Service.
- 1.4. This policy applies to those employed on Huntingdonshire District Council's terms and conditions of employment, whose remuneration (including rates of pay and terms and conditions) are determined by and within the control of the authority. It therefore doesn't apply to staff that transferred to the Council under TUPE as they retain their previous terms, conditions, and policies.
- 1.5. This updated Pay Policy Statement will be published on the Council's website as soon as possible following Full Council Approval and by 31 March 2025.
- 1.6. This Statement will be reviewed annually and amended as necessary to reflect the prevailing legislation at the time. The information and data in this Statement is current as of 30 January 2025. This Pay Policy Statement reflects the pay arrangements for the year up to 31 March 2026.

2. Remuneration

- 2.1. When determining the pay and remuneration of all employees, Huntingdonshire District Council will comply with the Equality Act 2010.

2.2. The salary scale is determined by the Job-evaluated grade and any salary progression is subject to exceptional performance and subject to affordability as outlined in the Councils Pay Policy.

2.3. The Council may apply a locally agreed cost of living pay award to the salaries.

2.4. The Council does not pay bonuses or offer any benefits in kind.

3. Senior Management Pay

3.1. Chief Executive Officer

The Chief Executive Officer is the Council's Head of Paid Service. This salary is currently paid in line with the Council's pay scales grade MD (£138,169 - £155,560). Under current arrangements, any change to the pay level of the role of CEO needs to be agreed by the Leader. The salary will attract a cost of living increase.

Head of Paid Service appointments are approved by Full Council following the recommendation of such an appointment by a panel which must include the relevant Executive Councillor and appointment salary for this post will be within the pay grade MD.

The Chief Executive Officer (Head of Paid Service) is additionally the Council's Returning Officer and Electoral Registration Officer. The responsibility of this role is one of a personal nature distinct from duties as an employee of the Council. Election fees are paid for these additional duties, and they are paid separately to salary.

The fees for UK Parliamentary, Police and Crime Commissioner and national referendums are set by the Government and so does not constitute a cost to the Council. The fees for the County Council election are set by the County Council and the fees for the Combined Authority Mayoral election are set by the Combined Authority. Fees for UK Parliamentary and District elections are pensionable. Fees for local elections are paid in accordance with a scale of fees and charges as agreed by Cambridgeshire Chief Executives.

Other Officers, including Senior Officers in the scope of this policy, may receive additional payment for specific election duties.

3.2 Other Senior Managers Pay

The Council's pay scales for these posts are locally agreed and as follows:

Directors

The salary scale is AD within the range £91,209 - £102,804

Assistant Directors:

The salary is a spot salary on SM plus grade £84,584

Heads of Service

The salary scale is SM within the range of £70,337 - £79,613

Section 151 Officer and Monitoring Officer

A Statutory Responsibility Allowance is paid to the Council's Section 151 Officer and the Deputy Section 151 Officer. The Section 151 Officer is paid an annual allowance of £5,000 in addition to their salary for these responsibilities and the Deputy Section 151 Officer is paid an annual allowance of £2,500.

The role of Monitoring Officer is undertaken by the joint Head of Legal, shared with Cambridge City Council and South Cambridgeshire District Council under the 3C shared services arrangement.

4 Remuneration of other employees

- 4.1 Terms and Conditions are in accordance with local agreements and the NJC conditions of service for Local Government Services, with the exception of section 5.2, 5.4 part 2.
- 4.2 The pay spine used by the Council is locally agreed and any cost of living, discussed locally will be applied to the pay scales. Pay progression within grades, for employees is based on exceptional performance and affordability in line with the Council's Pay policy.
- 4.3 All posts are evaluated using the Inbucon evaluation scheme.
Apprentices are paid above the statutory minimum National Apprenticeship Wage.
- 4.4 Attraction and Retention - Salaries on appointment to all posts are determined in accordance with the Council's Pay Policy. New appointments will normally be made at the minimum point of the relevant grade, although appointing managers have discretion to vary where necessary to secure the best candidate and in line with relevant council policy.
- 4.5 Pay supplements – The council may in exceptional circumstances and if specific criteria are met, use Market Supplements to make additional Payments to reflect the market rate, for those roles where evidence exists of recruitment and retention issues. This policy applies to all roles and requires Director approval and is reviewed regularly to ensure compliance with relevant legislation and in accordance with the Council's Pay Policy.
- 4.6 All temporary appointments, acting up arrangements, secondments and honorarium payments are approved in accordance with the Council's policies and procedures. Such payments are only made on an exception basis on the submission of a business case and at the discretion of the appropriate Chief Officer.
- 4.7 Business Mileage costs are aligned to the HMRC benchmark Rates.
- 4.8 Pay protection – in line with the Council's redundancy policy and to mitigate redundancy for employees at risk who accept a post that is one grade lower

than their current grade, pay protection will apply for a period of one year (6 months at full pay, 6 months at half pay). Where a business case demonstrates a benefit to the council, and to mitigate against potential redundancies, the council may consider the application of pay protection two grades lower than current grade and pay protection in this instance will apply for 6 months (3 months full pay and 3 months half pay).

5. Lowest paid employees

- 5.1 For the purposes of the Pay Policy Statement, the Council's pay scales define the lowest paid employees as those whose salary falls within the lowest grade A, spinal column 4, with a salary of £22,286. Apprentices are not included within the definition of lowest paid employees.

6. Pay multiples

- 6.1 The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner (the person in the middle of all earners) has been recommended to support the principles of Fair Pay (Will Hutton 2011) and for transparency.
- 6.2 The council's Median Salary is based on the salary which is the numerical 'mid-point' when the organisation's salaries are arranged from top to bottom in order of size. It is based purely on the actual salary assigned to the post (assuming the post is worked at 1 Full Time Equivalent). Salaries of vacant posts, Variable members of staff, contractors, and other non-employees are not used for the purposes of this calculation.

As at 30 January 2025, the Council's full time equivalent **Median Pay**, was £27,580 (equating to spinal column point 16 on the Council's pay scale).

- 6.3 **Pay Ratio** The ratio of pay of the top earner in 2024/25, Chief Executive Officer, and that of the median earner is 1 to 5.1. It is the Council's policy that the salary of the CEO will be no greater than 8x the median earner of the Council's workforce.

7 Pension provisions

- 7.1 The Local Government Pension Scheme (LGPS) is open to all employees up to 75 years of age and with a contract of more than 3 months' duration. Details are set out on the LGPS website.
- 7.2 No additional pension payment to the Local Government Pension Scheme is made to Chief Officers.
- 7.3 Employees have a right to belong to the Local Government Pension Scheme. The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 11.4 per cent of pensionable pay depending on full time equivalent salary levels. The employer contribution rate is fixed at 17.3%.

8 Severance provisions for all employees including Chief Officers

- 8.1 HDC Severance payments are made in accordance with the Council's Redundancy Policy as approved by Employment Panel in August 2014 and applicable legislation and are the same for all staff unless they are protected by TUPE.
- 8.2 Employees with more than two years' service will be entitled to redundancy pay in line with local government guidelines and statutory calculations. Where an employee is entitled to a redundancy payment, the calculation is based on the employee's actual weekly pay.
- 8.3 Settlement agreements will only be used in exceptional circumstances where they represent best value for the Council.

9 Publication of pay data

- 9.1 In accordance with the requirements of the Local Government Transparency Code 2015 and the Localism Act 2011. Details of the remuneration paid to all members of the Council Leadership Team can be found in the Council's annual statement of accounts.
- 9.2 In line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which became effective 31st March 2017, the Council publishes its Gender Pay Gap reporting annually on the Council's website. The next report will be finalised and published in line with regulations by 30 March 2025.
- 9.3 The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Our next Statement is scheduled to be for 2026/27 and will be submitted to Full Council for approval by 31 March 2026.
- 9.4 Should it be necessary to amend this Pay Statement again during the year that it applies, an appropriate resolution will be made by Full Council.

Summary:

Date	January 2025
Related Legislation	Localism Act 2011
Replaces	Pay Policy Statement 2024/2025
Policy Author	Leanne Harfield, Interim Head of HR
Applies to	All employees of Huntingdonshire District Council

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Gender Pay Gap Report – March 2024

Introduction

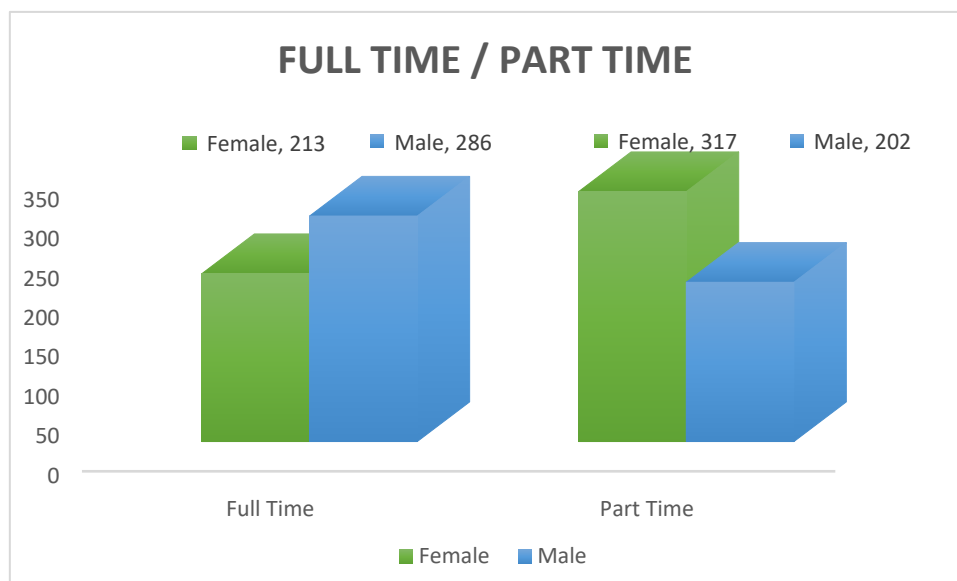
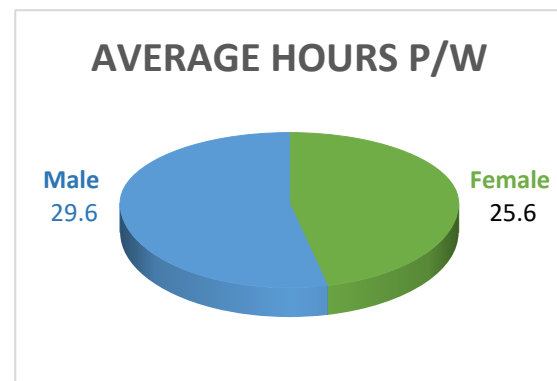
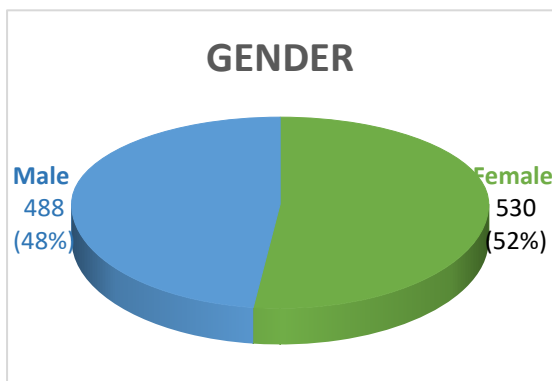
The Gender Pay Gap legislation requires all employers with 250 or more employees to publish their gender pay gap information annually. For Local Government, this is based on employees employed as of 31st March 2024.

The gender pay gap shows the difference in average earnings between men and women and is based on average hourly earnings. The calculations are based on differences between the average hourly earnings of men and women, as a proportion of average hourly earnings for men.

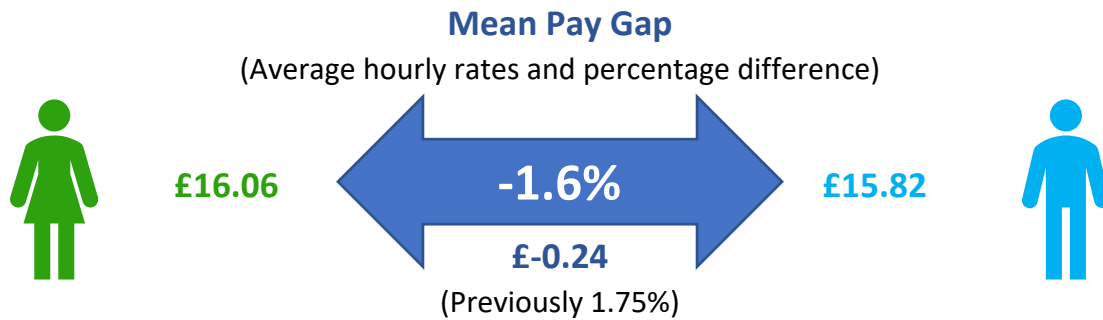
A positive pay gap figure shows that women are earning less per hour than men, on average, whereas a negative figure shows women are earning more per hour on average than men.

Workforce Information

Total employee headcount on our snapshot date of 31st March 2024 was 1,018.

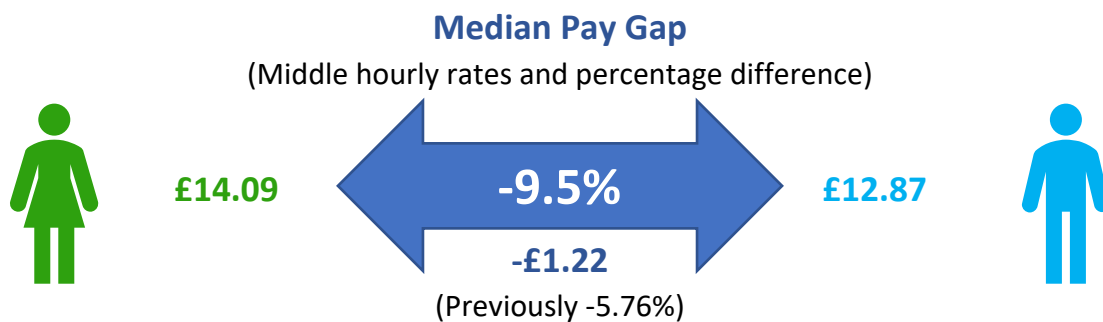


Gender Pay Gap Results – March 2024



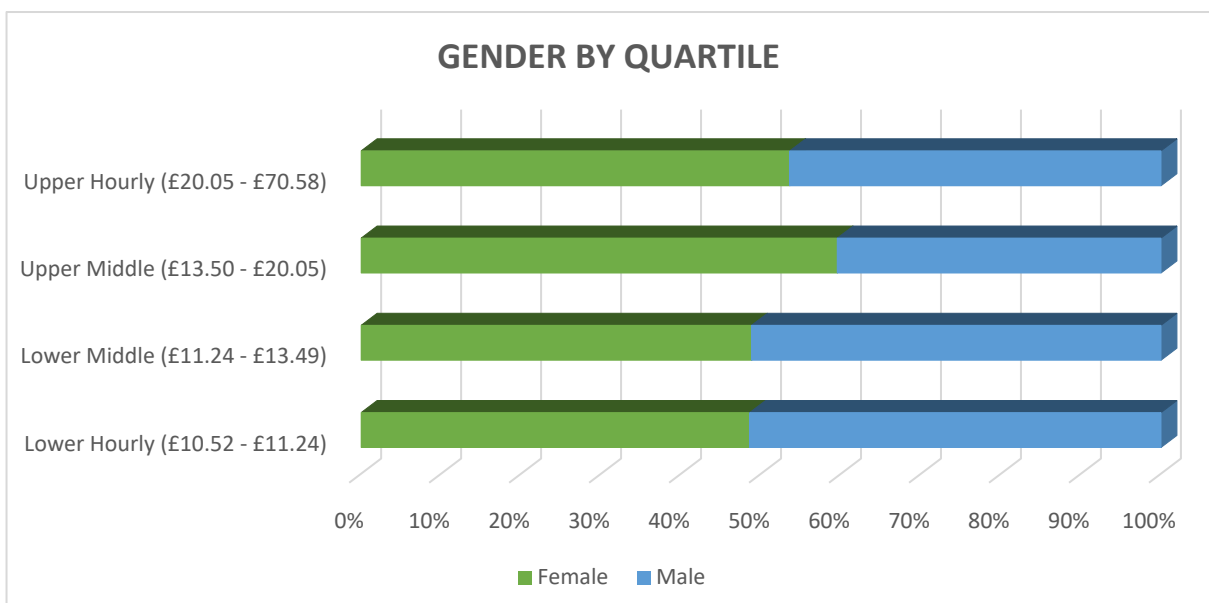
Office for National Statistics:

Details published by the ONS for April 2024 show that the national pay gap was 7%, and specifically for Local Government was 6.7%. Average hourly pay for women in Local Government was £14.63 and for men was £15.68.



Pay Quartiles

Quartile & Pay Band	Female	Male	Total
Lower Hourly (£10.52 - £11.24)	102	108	210
Lower Middle (£11.24 - £13.49)	102	107	209
Upper Middle (£13.50 - £20.05)	125	85	210
Upper Hourly (£20.05 - £70.58)	112	97	209



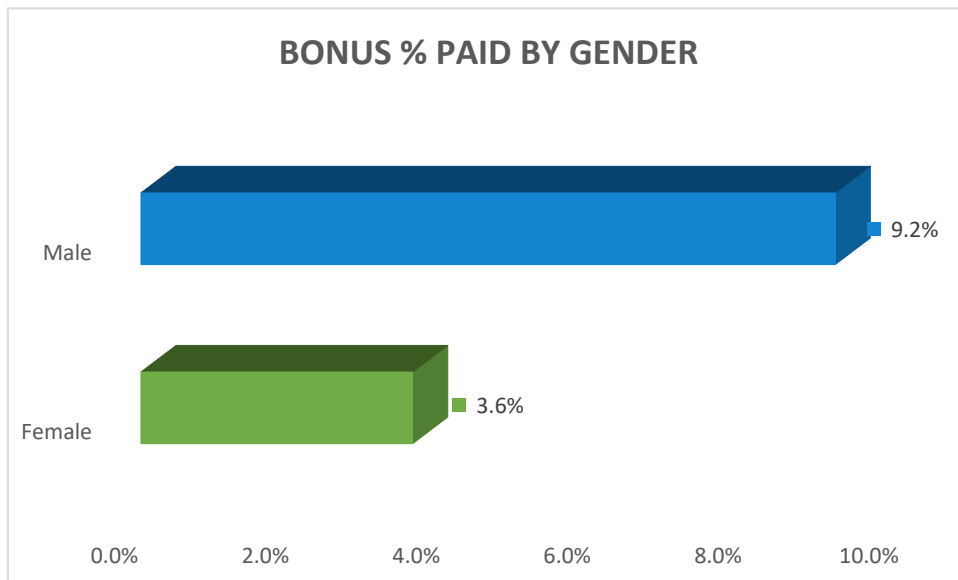
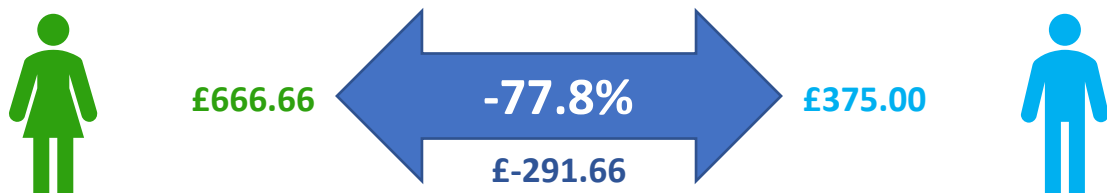
Mean Bonus Pay Gap

(Average Bonus paid and percentage difference)



Median Bonus Pay Gap

(Middle Bonus paid and percentage difference)



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Workforce Strategy Update

Kiran Hans



Recent Activity

- Buddy scheme
- Local Government Pension Scheme short videos
- Health Kiosk 8 Nov at EFH and PFH, results have been received.
- Road shows held at all sites from w/c 3 and w/c 10 February.

Roadshows



Continued:

- Employee Handbook taken to Road shows
- New support service through Residents Advice Team
- Leadership Development Programme
- Xmas decorating Competition

Christmas Decorating Competition



Continued:

- Tri Sector Challenge - HDC will submit a team.
- District Council Network (DCN)
- Fuller descriptions for iCare nominations
- iCare video

iCare Video



Clear Objectives at all levels - workshop



My Conversation Recording Form



Employee Name			Date of Conversation	
Managers Name				

Corporate Plan Priorities	Outline your objectives that contribute to achieving the Corporate Priorities	Completed by
<ul style="list-style-type: none">Improving quality of life for local people.Creating a better Huntingdonshire for future generations.Doing our core work well.	1.	
	2.	
	3.	

My wellbeing	Comments	Actions/name
Example items to discuss: <ul style="list-style-type: none">Personal catch upHealth and wellbeingAnnual leave, working arrangements, patterns and appointmentsWorkload/work life balanceInternal/external factors impacting on workAny additional support		



Upcoming Dates for your diary

- Random Acts of Kindness Day – Monday 17th February



- International Women's Day Event – Civic Suite Wednesday

5th March



- Cervical Screening Mobile Unit – Pathfinder House

Thursday 6th March



- Comic Relief – Big 40th Bake Off 21st March



Next 4 Priorities (agreed December 24)

1. Electric Vehicles
2. Discounts from One Leisure for staff
3. Explore all staff having access to ICT
4. Social Committee

Progress on Actions

November 24 Committee	February 25 Committee
9 Completed 15 in progress 25 to start	11 Completed 19 in progress 19 to start

Any Questions



Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: HR Policy Update

Meeting/Date: Employment Committee – 12 February 2025

Executive Portfolio: Cllr Lara Davenport Ray (LDR)

Report by: Acting Strategic HR Manager

Ward(s) affected: N/A

Executive Summary:

As noted in the November 2022 committee meeting HR are undertaking a programme of reviewing and refreshing our current policies to ensure that they are accurate, legally compliant and reflect current practice within HDC. We are therefore bringing the next set of policies we have reviewed to you.

The policies reviewed in this period are:

- Flexible Working Policy

Summary of the changes:

Policy	Amendments
Flexible Working Policy	Amended to include flexitime for staff on SM and SM plus salary bandings. Wording changed from <i>All employees below SM Pay Grade i.e. Service Manager, are eligible for flexitime except where any of the below apply:</i> To <i>All employees below Director level, are eligible for flexitime except where any of the below apply:</i>

Full copies of the policies are included in the appendices for your information.

Recommendation(s):

The Committee is asked to consider and endorse the updated policies.

2.1 PURPOSE OF THE REPORT

- 1.1 The report draws Committee attention to the revised policies and that we are seeking endorsement to use the new format.

2.2 WHY IS THIS REPORT NECESSARY/BACKGROUND

- a. The main reason for these policies being updated is to ensure that we have legally compliant, up to date and in line with current processes policies that are accessible for all to use.
- b. It also ensures we have correct version control on the document to reflect any changes as we move forward.
- c. Finally, this will ensure that all policies going forward will reflect the correct employee representative groups.

2.3 KEY IMPACTS / RISKS

- a. Having up to date policies that are regularly reviewed ensure that we are legally compliant and that our processes are robust by following them, reducing any risks of potential future claims.

2.4 WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- a. The updated policies will replace the current policies on our employment policy section of the intranet.

2.5 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

[*\(See Corporate Plan\)*](#)

- a. To have an engaged and motivated workforce, as part of being a more efficient and effective council – through updated, clear employment policies.

2.6 CONSULTATION

- a. Senior Leadership Team, the Employee Representative Group and UNISON have been briefed and given the opportunity to review the proposed policy changes and support them.

2.7 REASONS FOR THE RECOMMENDED DECISIONS

- a. Adoption of the revised policies will ensure that HDC is legally compliant and has a clear trail of policy amendments.

2.8 LIST OF APPENDICES INCLUDED

- Flexible working policy

Flexible Working Scheme

Version 1.2

<u>Version Control</u>			
<u>Version</u>	<u>Author</u>	<u>Date</u>	<u>Changes</u>
1.1	Lisa Morris	February 2024	Added front cover for version control. Added new legal requirements effective from 1 April 2024: Day one right to request flexible working, ability to make 2 requests within 12 months, employees not needing to explain what effect changes would have on organisation and timescale for response. Added clarification where needed changed Staff Council to ERG, SMT to Senior Leadership Team and Heads of Service to Service Managers.
1.2	Leanne Harfield	February 2025	Amended to include flexitime for staff on SM and SM plus bandings

Name of Policy:	Flexible Working Scheme
Person/posts responsible:	Strategic HR Manager
Date approved/adopted:	February 2025
Approved by:	Employment Committee
Review Date:	February 2026

Flexible Working Scheme

1.0 Introduction

- 1.1 Huntingdonshire District Council (HDC) utilises flexible working practices as part of its commitment to helping employees achieve work/life balance and improve business efficiency.
- 1.2 This document summarises the flexible working arrangements that operate within HDC and the procedure that should be followed by employees and managers when making and considering flexible working requests.

2.0 Aims

- 2.1 HDC believes that flexible working can increase employees' motivation, promote work-life balance, reduce employee stress and improve performance and productivity.

By adopting flexible working practices, HDC aims to:

- ensure flexibility in service delivery;
- proactively respond to 'family friendly' legislation;
- support employees that request time off to train;
- enhance its reputation as an 'employer of choice'.

3.0 Principles

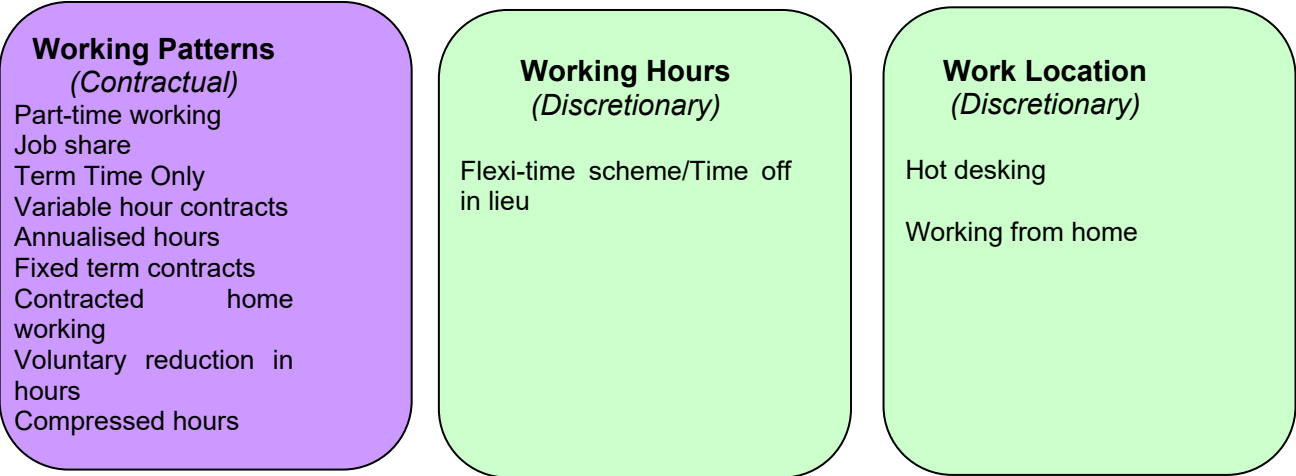
- 3.1 The following basic principles apply to the Council's approach to flexible working:
- there is an expectation that all employees will be prepared to work flexibly;
 - the Council will agree to requests that are in the interests of the service as well as the employee;
 - flexible working can apply to many employees and services within the Council, though the exact arrangements agreed will depend on the job role, service requirements and the individual employee;
 - the Council reserves the right to decline requests that do not assist the effective delivery of services;
 - all flexible working arrangements will be subject to regular review, at least annually to ensure they continue to meet the needs of the service;
 - your manager may ask you to work flexibly.

A flexible working arrangement may be explored as a possible reasonable adjustment for an employee.

4.0 Types of flexible working arrangements

A request for flexible working could include a request for a change to the number of hours that the employee works, a request for a change to the pattern of hours worked, a request to job share or a request to perform some or all of the work from an alternative location.

The table below will assist managers and employees in their discussions about flexible working. It states clearly what working arrangements are discretionary and only restricted if there is a change in service needs, and which of those require an amendment to contract:



4.1 **Flexible working patterns- Contractual**

HDC positively encourages the use of flexible contracts as detailed below.

Part Time Working	<p>Part-time working is where an employee is contracted to work less than full time hours per week.</p> <p>A standard full time week at HDC is 37 hours. Offering part time positions allows services to attract skilled and experienced employees who are unable to work full time. HDC ensures that part-time employees are treated no differently from full-time employees, i.e. part-time employees</p> <ul style="list-style-type: none"> - receive the same rate of pay per hour for the job as full-time employees; - enjoy all terms and conditions of full-time employees on a pro-rata basis; and - are given equal training and development opportunities.
Job Share	<p>This is a contractual arrangement where two part-time employees share the responsibilities for one position. This allows employees with a different range of skills, experience and knowledge to work together to undertake one job role. In</p>

	<p>these cases the employment of each partner is dependent upon the employment of the other partner and communication between the job-share partners is of paramount importance. Employees undertaking this arrangement will receive a specific job share contract which will detail their obligations. Further guidance on job-share contracts can be viewed in appendix B.</p>
Term Time	<p>This is a contractual arrangement, whereby an employee works only during term time.</p> <p>Salary is paid for the 38 weeks worked, plus an agreed number of weeks annual leave, which has to be taken during school holiday periods. The total number of weeks pay each year is divided by 12 and paid in equal monthly payments, which is known as 'equated pay'.</p>
Variable Hours	<p>A variable hours' contract is when a person works on an 'as and when' required basis, to suit the needs of the service and their personal needs while offering no obligation on either party to offer or accept the work.</p>
Annualised Hours	<p>This arrangement allows an employee to work a contracted number of hours per year, rather than per week. The hours worked per week, therefore, can vary according to the needs of the service and the needs of the employee. Annual salary is divided by 12 and paid in equal monthly payments.</p> <p>Although there are few examples of 'annualised hours' within the Council, the use of such contracts is encouraged where they would help to reduce working hours OR to reduce/control overtime OR to cope with seasonal variations/foreseen surges of activity.</p>
Fixed Term	<p>A fixed-term contract is a contract where the specific end date is known in advance. These contracts, which have a specific meaning in law, enable managers to cope with variations in demand and cover time-limited vacancies.</p>
Contracted Homeworking	<p>Contracted home working is a formal arrangement (reflected in the terms of the employee's contract), which require employees to provide a suitable area within their homes as a dedicated workspace.</p>
Voluntary Reduction in Hours	<p>This is a temporary arrangement, which allows an employee to voluntarily work a reduced number of hours for an agreed period, with a return to the original hours at the end of the temporary arrangement. Salary, pension, holiday and other benefits are pro-rated during this time. A temporary reduction in hours allows employees to accommodate a specific event in their life, e.g. a course study or relative's illness, but to return to the security of a full-time position.</p>

	Annual leave and Redundancy pay may be affected and employees may need to seek advice from pensions before making any decision to reduce their contractual hours.
Compressed hours: e.g. 4 days a week or a 9-day fortnight	These arrangements allow an employee to do a full time or part time job in compressed hours, e.g. a full time employee will work 37 hours in four days or 74 hours in nine days. Note, for part-time employees this is only feasible if regular hours are worked each day.

4.2 **Flexible working hours – Discretionary**

The following flexible working arrangements do not require a change of employment contract.

Flexi-Time Scheme/Time off in lieu	<p>These are both systems of taking back hours worked over the normal contracted hours, which can provide mutual benefits for the Council and its employees by:</p> <ul style="list-style-type: none"> - providing cover outside standard Council office opening hours and thereby reducing the need for overtime payments; and - giving employee greater freedom to organise their working lives to suit personal needs.
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4.3 **Flexible work location- Discretionary**

HDC recognises that for some tasks varying the location of work if properly planned and implemented, allow employees to work more efficiently i.e. through improved use of time, accommodation and technology. Where work tasks are not location dependant, HDC positively supports the establishment of the following arrangements.

Hot Desking	<p>These arrangements involve an employee working away from their main (contractual) office base or team location. For example, an employee may log on to an available PC desk at another HDC office or a different office area within the same building. Typically, this would suit employees who have a meeting in another building than their main office base, and whose work can be conducted from different sites, provided that they remain contactable.</p> <p>Hot desking arrangements may be adopted by whole teams/sections in order to maximise the use of accommodation and flexibilities for employees. It is</p>
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	recognised that there will be teams where because of specific software requirements or other issues, only some desks are available for hot desking.
Home working	<p>An employee works from home as and when agreed with their Line Manager. The employee's work base remains as their contractual base for the purposes of travel and mileage claims. The employee will be contactable by colleagues.</p> <p>Home working is a discretionary arrangement that requires no variation to an employee's contract and is based on the needs of the service. Employees can be required to return to their contractual work base as and when required in line with Service need.</p>

5.0 Flexi-Time Scheme

Flexi-time is a system that permits employees with a degree of freedom to determine, in agreement with their managers, their working hours at the beginning and end of a day or shift. In adopting this approach, however, the service to the public and general level of efficiency of the service as a whole is paramount, i.e. in agreeing flexible working hours the requirements of the job/service take precedence over the requirements of the individual employee. In addition the working time regulations need to be adhered to and a copy of the working time regulations guidance is available on the HR Intranet page.

5.1 Debit/Credit Time

Employees are permitted to 2 working days maximum (pro rata for part time employees) of credit or debit hours (14.8 hours maximum). The accounting period for flexitime is a 4 week period, 2 days (14.8 hours maximum) flexi time can be taken in an accounting period, a flexi day is an employees contracted hours for that day. A record of employees working time needs to be maintained on the flexi recording form, (available on Intranet), or via iTrent. For employees working over 6 hours a day a 20 minute rest break must be taken and deducted from the flexi form. There is no exception or flexibility on the hours that can be in credit/debit and flexi is accrued at plain time.

Credit hours can be used to reduce the hours worked during the next accounting period either by adjusting your working hours or taking a flexi-day. An employee needs to have the available credit to take a days flexi leave.

When employees leave HDC it is their responsibility to ensure that their account balances, i.e. credit hours are taken and debit hours are worked up, debit hours owed to the Council will be deducted from annual leave/final salary and credit hours not taken will be not be paid. In addition any requests for payment for flexi will also not be paid.

Where debit flexi-time is consistently not cleared the employee will be given one month in which to reduce the balance down to 0. Remaining in a 2 day deficit is not acceptable.

Where debit is not cleared and an additional time period had not been agreed by the Service Manager, the debit hours will be taken from annual leave.

Persistent flexi-time debit and failure to complete timesheets and/or keep the form centrally for managers to review will be managed through the Disciplinary Policy.

5.2 **Employees Covered**

All employees below Director level, are eligible for flexitime except where any of the below apply:

- fixed shift patterns/rota systems operate,
- fixed working hours are agreed with an employee/group of employees, e.g. operations division;
- an employee performs time-dependent duties,
- it is stated in the contract of employment,
- Compressed hours agreement

5.3 **Flexible Hours**

Employees must work designated hours' and complete their contractual hours as agreed by management over an agreed period. Hours may be set at different times for different teams, as determined by the nature of the service provided, e.g. public facing services may have different core hours than back office support services, for example Pathfinder House will have different opening times to other establishments. Your contractual working hours need to be worked in line with the needs of the service.

6.0 TOIL- Time off in lieu

- 6.1 When employees work beyond their contracted hours they can take time off from work as 'time off in lieu' (TOIL), this is to be agreed in advance by the Service Manager. TOIL is available to all employees for hours worked on average above 37 hours per week where there is no other means of recognising that additional hours have been worked and this has been agreed. Working above 37 hours and taking TOIL is not expected to be regular occurrence.
- 6.2 TOIL should be taken as soon as possible after any extra hours have been worked, e.g. if it has been necessary to attend an evening meeting, arranging to come in late the following day is an appropriate use of TOIL and is to be agreed with the appropriate manager.
- 6.3 Normally TOIL hours should be accrued **before** time off from work is taken. However Service Managers have the discretion to agree for the TOIL to be taken in anticipation of the hours being made up by the employee, for example having the morning off before an evening meeting.
- 6.4 The parameters for TOIL are as follows:
 - TOIL can be used for exceptional hours worked outside of the normal working day

- TOIL can **only** be authorised by Service Managers , who will agree in advance the length of TOIL and the timescale this is to be taken in (up to a maximum of 3 months from which it is approved).
- TOIL is at plain time and for the hours worked only
- TOIL can only be taken if the time has been agreed

In general only one whole day's TOIL should be allowed in any 4-week period. TOIL should be planned in the same way as any other time off and should be agreed in advance.

7.0 Compressed Hours

- 7.1 Although compressed hours can take different forms this section has mainly focussed on the use of 9 day fortnight as one of the more familiar working patterns to give an example of how this would work.

A 9-day fortnight could be considered for any employee with fixed hours depending on the needs of the service that they work in. For employees working a 9-day fortnight the flexi scheme does not apply.

- 7.2 It is important for the employee to agree a non-working day in advance with their manager, i.e. a set day each fortnight or if more flexibility is required agree in advance month by month. Managers need to take into consideration business requirements and the working hours of the rest of the team to ensure that service delivery does not suffer detrimentally.

If service commitments are such that an employee is unable to take their agreed non-working day, they should swap days in agreement with their manager.

- 7.3 A full time worker, who works a 9-day fortnight, works 74 hours over 9 days rather than 10. This means that the average hours per day are 8 hours and 13 minutes or an employee who works 37 hours over 4 days instead of 5 works 9 hours 15 minutes per day.

A part-time worker, who works a 9-day fortnight and is contracted for 20 hours per week, works 40 hours over 9 days rather than 10 days. This means that the average hours per day are 4 hours and 26 minutes. This scheme is only feasible for part-time staff who work regular hours each working day.

Full-time workers who work a 9-day fortnight are still entitled to the same number of days annual leave as they would have had as a 10-day worker. When an annual leave day is taken a full-time employee will need to deduct 8 hours and 13 minutes (the new average hours per day) from their annual leave entitlement. For those using iTrent the system will calculate this using the provided work pattern. An annual leave calculator is also available on the HR Intranet page.

- 7.4 The recording process to record working hours does not change for 9-day fortnight workers, and actual working hours must be recorded.

Providing an employee normally works on a bank holiday, they are entitled to eight days statutory holiday each year (or the number of bank holidays that year). If a Bank Holiday

falls on a non-working day, 9-day fortnight workers can have a day off in lieu in agreement with their line manager.

8.0 Recording Working Time

All working time must be accurately recorded daily. Employees should check with their managers on the process adhered to by their service.

8.1 Meal Break

Employees must take a minimum of at least one 20 minute unpaid continuous 'in-work' rest break in each 6 hour period of work, which must be provided for the purposes of taking a meal break. The Council expects employees to take a meal break; not taking a break should be the exception and should not be used as a way of accruing flexitime.

Lunchtime opening/closing arrangements should be agreed locally by the appropriate manager to ensure that there is minimal deterioration in the service to the public whilst providing an opportunity for the required meal break for employees.

Employees aged 16 and 17 are entitled to an unpaid rest break every 4.5 hours and this should be a minimum of 30 minutes. Further information is available in the Working Time Regulations Guidelines.

Where legislation demands different requirements for a particular role/task then this will be adhered to.

8.2 Recording Absence

Each full day's absence (e.g. annual leave, sick leave,) will credit an employee the average hours worked on their normal working day, e.g.

- a full time employee working a 5 day week will record each day's absence as a credit of 7 hours 24 minutes (each half-day's absence as a credit of 3 hours 42 minutes);
- a full time employee working a 9 day fortnight will record each day's absence as a credit of 8 hours 13 minutes (each half-day's absence as a credit of 4 hours 7 minutes).

For part-time employees absence will be calculated using the employee's normal working hours for that day.

Arrangements for attending work, including sickness absence, annual leave and other leave apply in the same way to employees working at home and employees working at HDC sites.

Time at a day's training course/conference is classed as a normal working day i.e. 7.24 hours for a full time employee. A part time member of staff who works 4.5 hours a day would also class the time at the course as their normal working hours i.e. 4.5 hours or where they attend for a full days course 7.24 hours.

8.3 **Monitoring of working time**

It is the responsibility of the line manager to monitor employees working time and to actively manage this and to ensure that their working hours are recorded and flexitime used appropriately. Any issues in relation to working time should be addressed informally first at the regular one to one meetings.

Refusal to use the system for recording working hours or deliberate falsification of working time records, will be dealt with as a disciplinary issue, in accordance with the disciplinary rules and procedure.

Abuse of the system can be raised by employees through the Council's Whistleblowing Policy and Guidelines.

9.0 **Considerations when working flexibly**

9.1 **Information Technology**

Flexible working not only involves the better use of employee time and office space, but the more effective use of IT, which should enable employees to work at any desk, stay in touch and have access to the relevant information. HDC's IT Strategy underpins and supports the Council's approach to flexible working.

The Council expects managers to consider the IT systems and equipment required to support flexible working practices and to ensure that these are sufficient for their purposes. Any proposed changes to workstyles must be made in discussion with the relevant manager/s responsible for IT provision, in order to minimise disruption and maximise the use of appropriate IT equipment. At times where access to the network is unavailable employees are expected to attend the council's offices or to cover other work.

Any costs associated with changing IT provisions should be funded by the service except where a short term loan has been agreed with ICT.

All employees are responsible for the security of the Council's information regardless of where they are working – full details are given in the Information Security Policy and online training is available.

9.2 **Communication**

To enable flexible working HDC recognises that local protocols will need to be established in relation to communication, i.e. how the team/unit/section/individual are going to "work together". Managers, therefore, in discussion with affected employees, must establish a set of rules regarding how, what and when employees will communicate. The manager

also needs to ensure that there is clear communication regarding their expectations and how output will be measured.

9.3 **Health and Safety**

HDC is responsible for ensuring the health and safety of its employees when they are carrying out work activities. This responsibility applies wherever and whenever an employee is working e.g. when travelling as part of their working day (excluding commute to and from work) and/or when working at their office base, home and/or any other 'work' location.

10.0 **Employee Requests for Flexible Working**

The Flexible Working Regulations allow all employees to make a flexible working request (regardless of the length of service). Employees can make only two flexible working requests in any 12-month period. The timescales given below are prescribed by the flexible working regulations.

Employees have a right to make a flexible working request however they do not have an automatic right to work flexibly – all requests will be considered in terms of their impact on service delivery.

10.1 **Application (Flexible Working Form Appendix A)**

The application form only needs to be completed where the employee is requesting a change to their working practices.

To make a flexible working request an employee must complete the flexible working form. This asks the employee to provide specific details of the flexible working pattern that is being requested. An employee must consider whether the request is realistic e.g. it is not workable for a receptionist to request to work from home.

10.2 **Meeting to discuss the application**

The line manager will arrange to meet with the employee to discuss his/her flexible working application - this constitutes a formal meeting under the flexible working regulations.

Where the employee wishes for a work colleague or representative to be present at the meeting, the employee needs to let their line manager know that they will be accompanied/represented at this meeting 3 days in advance as a HR representative may also be present to support the manager.

The purpose of this meeting is to discuss the proposed new working pattern and fully consider if/how it might be accommodated. Where there are difficulties accommodating an employee's desired work arrangement alternative suitable working arrangements must be discussed.

The line manager may not need to meet with the employee if they agree to the application immediately – agreement will still be confirmed to the employee in writing with the details of any review dates.

10.3 **Decision**

The manager must provide the employee with a decision as soon as is reasonably practicable and within 2 months of the date of the initial application. If necessary the line manager can agree with the employee an extension of this time limit – an extension must be agreed in writing.

10.4 **Agreeing to a request**

Where the decision is to agree to the arrangement the manager will confirm the changes and their effective date.

Some flexible working arrangements will result in a permanent contractual change e.g. where an employee has reduced their contracted hours. In this scenario the employee does not have an automatic right to revert to the previous working hours.

Some flexible working arrangements will result in a discretionary (non-contractual) arrangements. HDC reserves the right to review and amend any discretionary flexible arrangements where these no longer meet the needs of the service, irrespective of how long these arrangements have been in place.

Where the manager has agreed to a flexible working arrangement that affects an employee's contracted hours, contract type or pay they must return the flexible working form to HumanResources@huntingdonshire.gov.uk It is also important for the employee to be aware of the impact the flexible working arrangement may have on their annual leave, i.e. this may be pro rata.

10.5 **Refusing a request**

A manager can turn down a flexible working request only where one of the following grounds applies (these are prescribed by the flexible working regulations):

- burden of additional costs would be too great;
- detrimental effect on ability to meet customer demand;
- inability to reorganise work among existing staff;
- inability to recruit additional staff;
- detrimental impact on quality;
- detrimental impact on performance;
- insufficiency of work during the periods the employee proposes to work;
- planned structural changes;
- proposed training or study would not improve the effectiveness of the employee in their role; and/or
- proposed training or study would not improve the performance of the organisation.

The manager must provide sufficient explanation as to why one or more of these grounds apply. The explanation should include the key facts and evidence considered when making this decision. These should be accurate and clearly relevant to the business ground.

10.6 **Appeals**

Where a flexible working request has been turned down the employee must be given the right to appeal against a decision to refuse a request for flexible working. The employee must put their appeal in writing to the relevant Service Manager, within 7 calendar days of receiving the manager's written decision, clearly stating the grounds for the appeal.

An appeal meeting will be arranged within 14 days of the receipt of the appeal, chaired by the Service Manager. If necessary the Service Manager can agree with the employee an extension of this time limit – an extension must be agreed in writing. The employee has a right to be represented by an Employee Representative Group member, trade union representative or work colleague.

An appeal meeting may not be necessary, where the appropriate Service Manager (within the 14 day period) upholds the appeal and writes to the employee to confirm the decision to agree to the proposals. The letter will confirm the effective start date for the variation to the employment contract.

At the appeal meeting the Service Manager/ supported by a HR representative will review the employee's original application and the manager's reason for rejection. Both parties will have the opportunity to discuss their respective positions. Possible alternative arrangements should be considered to resolve the matter.

The Service Manager/ will make a decision to uphold or reject the employees appeal. They will confirm the decision in writing to the employee within 7 Calendar days of the appeal meeting. Where the decision is to uphold the appeal and to agree to the amended work arrangements, written confirmation of the changes and the effective date will be stated in the flexible working form. Where the decision is to not uphold the appeal and to turn down the employees request the written confirmation will set out the grounds on which this decision is based.

The decision of the appeal meeting is final i.e. there is no further right of appeal.

10.7 **Withdrawal of application**

The Council will treat an application as withdrawn (and confirm this position in writing) where the employee has:

- indicated orally or in writing that they are withdrawing the application;
- Failed to attend a meeting more than once; or
- Unreasonably refuses to provide the employer with information required to assess the application.

11.0 Review of Flexible Working Arrangements

Any type of flexible working arrangement needs to be appropriate to current service delivery. All arrangements should be reviewed in line with any agreement to make sure that they are still appropriate to the needs of the service. When considering agreeing to a new discretionary flexible working arrangement, it should be explained to the employee that this will be subject to review in line with service needs and confirmed in writing.

11.1 Ending/amending a flexible working arrangement

If it becomes necessary to either end or amend a flexible working arrangement, following a review or in response to a change in service need, then the steps below should be followed:

1. There needs to be a genuine business reason for ending/amending the arrangement i.e. the manager is able to show that the existing working pattern is not appropriate to the current service need e.g. the arrangement means that there are not enough people to provide a service to customers on a certain day of the week.
2. The manager will discuss the issue with the employee. Instead of ending a flexible working arrangement, it may be possible to agree an amendment. The aim of a discussion is to agree an amendment that is acceptable to the employee and which also meets the needs of the service, e.g. to change which day of the week a person working a 9 day fortnight takes as a non-working day or changing the pattern or frequency of home working days. As part of the discussion the manager and employee should agree when the amended arrangement will apply.
3. Even after a discussion has taken place, it may not be possible to agree an amendment to the current arrangement. Alternatively the service needs may mean that an arrangement needs to be ended rather than amended. In these scenarios the manager will give the employee written notice to end the discretionary flexible working arrangement. The employee will be given 1 month notice of the end of the arrangement to allow him/her reasonable time to make alternative arrangements. In exceptional cases e.g. changing childcare arrangements, then a longer period of notice should be agreed between the employee and their manager.
4. Where the arrangements are contractual a formal consultation may be required.

There is no right of appeal against the end of a discretionary flexible working arrangement i.e. an employee cannot appeal because they are unhappy with the decision to end the arrangement.

Appendix A

Job Share Arrangements

HDC supports the use of job share contracts as a flexible working arrangement where these meet the needs of the employee and support effective service delivery.

1.0 Introduction of job sharing

The proposal to introduce job sharing into a post can arise in the following ways:

- If a vacancy occurs for a post then the vacancy will be advertised in accordance with the normal procedure, as a post suitable for job sharing.
- An existing post holder may apply for a job share arrangement in respect of their post.
- A joint application may be made by existing employees to job share.

The Service Manager shall agree the division of tasks and working hours to meet the full requirement of the post. No post or parts of posts will be deleted as a result of job sharing.

2.0 Job Share requests

Any advert for posts which are suitable for job share will state that applications for job share are welcome.

An existing post holder may apply for a job share arrangement - each request will be considered on its individual merits.

Where an existing postholder applies for a job share arrangement the recruitment and selection procedure will be used to find a job share partner.

If it is not possible to recruit a job share partner after advert the Service Manager will consider whether it is possible to implement acceptable internal cover arrangements or other alternatives which would allow the employee to reduce their hours of work.

If no suitable arrangements can be made the employee will be informed that it is not possible to agree to the job share request.

3.0 Terms and conditions of employment

Terms and conditions of employment which apply to full-time employees will apply to job sharers on a pro-rata basis.

Each partner to job share will hold an individual contract of employment. It will be an express term of the job share contract that the hours and duties of the contract may be varied by the Council after consultation with the employee. The postholder's job title will be that given to the established post. The job description will be that prepared for the established post subject to any specific duties allocated to each partner as a result of job sharing arrangements.

Hours to be worked will be individually stated for each partner, the total hours will not exceed those of the established post. If a handover period is necessary, it should be achieved within the normal working hours of the job.

Annual leave entitlement for each job sharer will be calculated pro-rata to the hours worked. Paid leave in respect of bank holidays and extra statutory days will also be divided pro-rata.

Sick pay will be paid pro-rata to the hours worked in accordance with the employees terms and condition of employment.

No overtime payments will be made until the standard 37 hours have been worked, any overtime payments need to be agreed in advance by a Service Manager.

Day release and in-house training opportunities will be provided for job sharers. Time off will be pro-rata to hours worked.

4.0 Pensions

Enquiries should be directed to LGSS Pensions. Existing employees considering job sharing are strongly advised to check their pension position before committing themselves to working fewer hours per week.

5.0 When one job share partner leaves

If one of the job share partners leaves the job share arrangement the vacant hours will be offered to the remaining job share partner in the first instance. If the existing job share partner does not want to take on the vacant hours the job share vacancy will be advertised in accordance with the normal procedure, but as a specific job share.

If it is not possible to recruit a suitable job share partner the department will consider whether it is possible to allow the remaining employee to remain working reduced hours.

If no suitable alternative arrangements can be implemented the Council will seek to redeploy the remaining job share partner to another part time vacancy.

If all the above steps are unsuccessful then the vacant hours will be again offered to the post holder. If these are not accepted then the post will be advertised on a full-time basis with job sharers invited to apply.

If a full-time appointment is made to the vacancy, further efforts will be made to find suitable alternative employment for the remaining partner. If at the end of this period no suitable alternative employment has been found then termination of employment for 'some other substantial reason' may be considered.

Flexible working form

This form should be used to submit changes to working hours and pattern.



Employee personal details – to be completed by the employee

Employee name:	
Service:	
Job title:	

If you are completing a statutory flexible working request, please ensure you have read the guidance available in the policy, online and/or spoken to your HR Business Partner (humanresources@huntingdonshire.gov.uk).

All employees have the right to submit 2 flexible working requests within a 12 month period All applications based on the service demands and team priorities.

Date of request		
Please confirm the date of any previous statutory requests:		
Is this a permanent or temporary change to your hours and/or work pattern?	PERMANENT	TEMPORARY
		Please confirm the end date:
What date is the change effective from?		

Section A – Change to contracted hours including work pattern changes (employee to complete)

Please highlight the type of hours change requested	Change to contracted hours <input type="checkbox"/>
	Change to working pattern <input type="checkbox"/>
	Term time only <input type="checkbox"/>
	Job share <input type="checkbox"/>
	Annualised hours <input type="checkbox"/>
	Compressed hours <input type="checkbox"/>
	Other <input type="checkbox"/> (please specify):
What are the CURRENT contracted hours?	
What are the NEW contracted hours?	

What is the reason for the request?	
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Current Working Pattern

Work pattern: Please highlight the NEW working days of the week	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Work pattern (hours): Please complete the NEW hours to be worked each day							
Work pattern (time): Please complete the NEW working times to be worked each day							

NEW Work pattern (employee to complete)

Work pattern: Please highlight the NEW working days of the week	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Work pattern (hours): Please complete the NEW hours to be worked each day							
Work pattern (time): Please complete the NEW working times to be worked each day							

Section B - Manager response

Line Managers should fully consider the request in line with the policy, a response is due within a reasonably practicable time framework or at the latest within 2 months of the date of the application (allowing for any appeal process, where applicable). An extension to this time limit needs to be agreed in writing with the employee if you cannot respond within this timescale. To document the response/decision please complete the below section, make any amendments to the above form in discussion with the employee, and share the confirmed outcome with the employee and HR.

Is there budget available for this increase to hours?	YES	NO
Please confirm the authorisation for this change.	I am the budget holder and budget is available for this increase to hours	I have confirmation from the budget holder there is budget available for this increase to hours
Manager response (please select)	I agree to the original flexible working request <input type="checkbox"/>	

	Your original flexible working request could not be accommodated but I am able to agree to the alternative pattern we have discussed (please see below) <input type="checkbox"/>
	I am not able to accommodate your flexible working request for the following business reason(s): <div style="display: flex; justify-content: space-between;"> <div> The burden of additional costs <input type="checkbox"/> Inability to recruit additional staff <input type="checkbox"/> Detrimental effect on quality <input type="checkbox"/> Detrimental effect on performance <input type="checkbox"/> </div> <div> Planned structural changes <input type="checkbox"/> Insufficient work during the suggested period <input type="checkbox"/> Detrimental effect on the ability to meet demand <input type="checkbox"/> Inability to re-organise work among existing staff <input type="checkbox"/> </div> </div>
	Please detail reasons why you reached this decision:

Agreed Work pattern

Work pattern: Please highlight the NEW working days of the week	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Work pattern (hours): Please complete the NEW hours to be worked each day							
Work pattern (time): Please complete the NEW working times to be worked each day							

Manager name:		Job title:	
Signature:		Date:	

Employee Declaration

Employee signature:		Date:	
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On completion of this form please email a copy to humanresources@huntingdonshire.gov.uk

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