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* Link given to relevant HR Policy, Procedure and Guidelines

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13/07/2012	Childcare Vouchers	38
13/07/2012	Compressed Hours	36
13/07/2012	Disturbance Allowance	56
04/01/13	Mileage Claims	56
05/01/2013	Mileage Allowances	85
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30/07/2013	Protecting Children and Adults at Risk	68
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21/08/2013	Evening Class Discounts	39
5/9/2014	Childcare Vouchers	40
7/11/2013	Update Standby/call out payment info plus minimum wage	58/63
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26/2/2014	PAM Occupational Health/Employee Helpline	52, 71, 88
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13/07/2015	Capital Credit Union	39
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29/10/15	Update teachers salary scales	79 81
	Replace page 70 -77 with new SJC salary scales	
	Update living wage, call out and disturbance	57
02.11.15	Updates pay scales	70
15.02.16	Update mileage allowance, salary sacrifice scheme	76
01.04.2016	Update living wage	57
01.04.2016	Replace page 70 – 71 with new SJC salary scales	70, 71
01.04.2016	Update teacher's salary scales, link to SNCT website	71
14.04.2016	Update sleep in payments	57
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21.03.2017	Update sleep in payments	57
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SECTION 1

WELCOME TO SCOTTISH BORDERS COUNCIL

INTRODUCTION

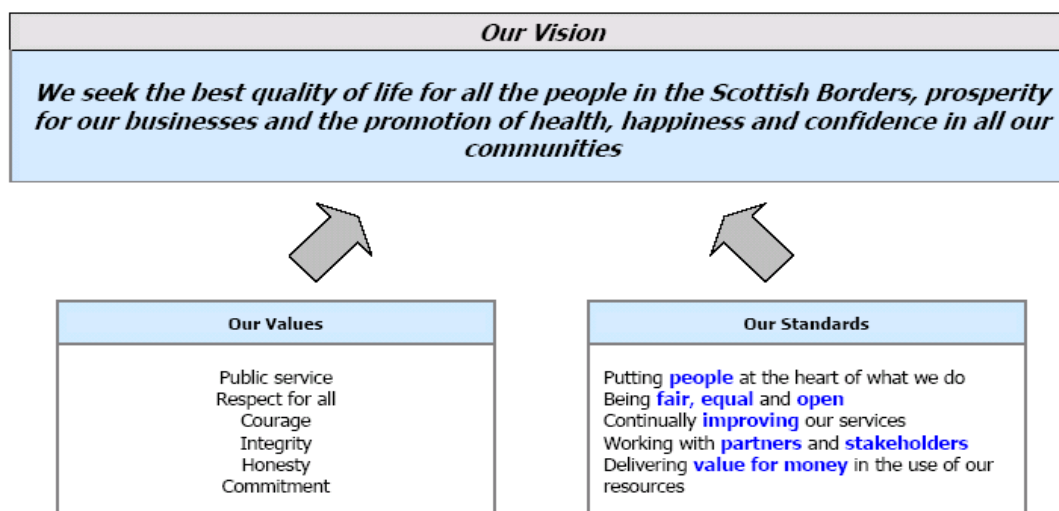
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THE COUNCIL’S VISION AND HOW WE WILL DELIVER IT

As a Council we must look to deliver better public services that meet the changing needs of our communities. We need to be a modern, responsive, efficient and customer focussed organisation.

To help us achieve this, the Council has developed a vision of the organisation that we need to be. The vision sets out the culture by which we will operate and it will guide all our work with the Community and in service delivery.

This vision states what Scottish Borders Council wants to achieve and become. Our values guide the way we work and embody the ways that any activity should be carried out by the Council.



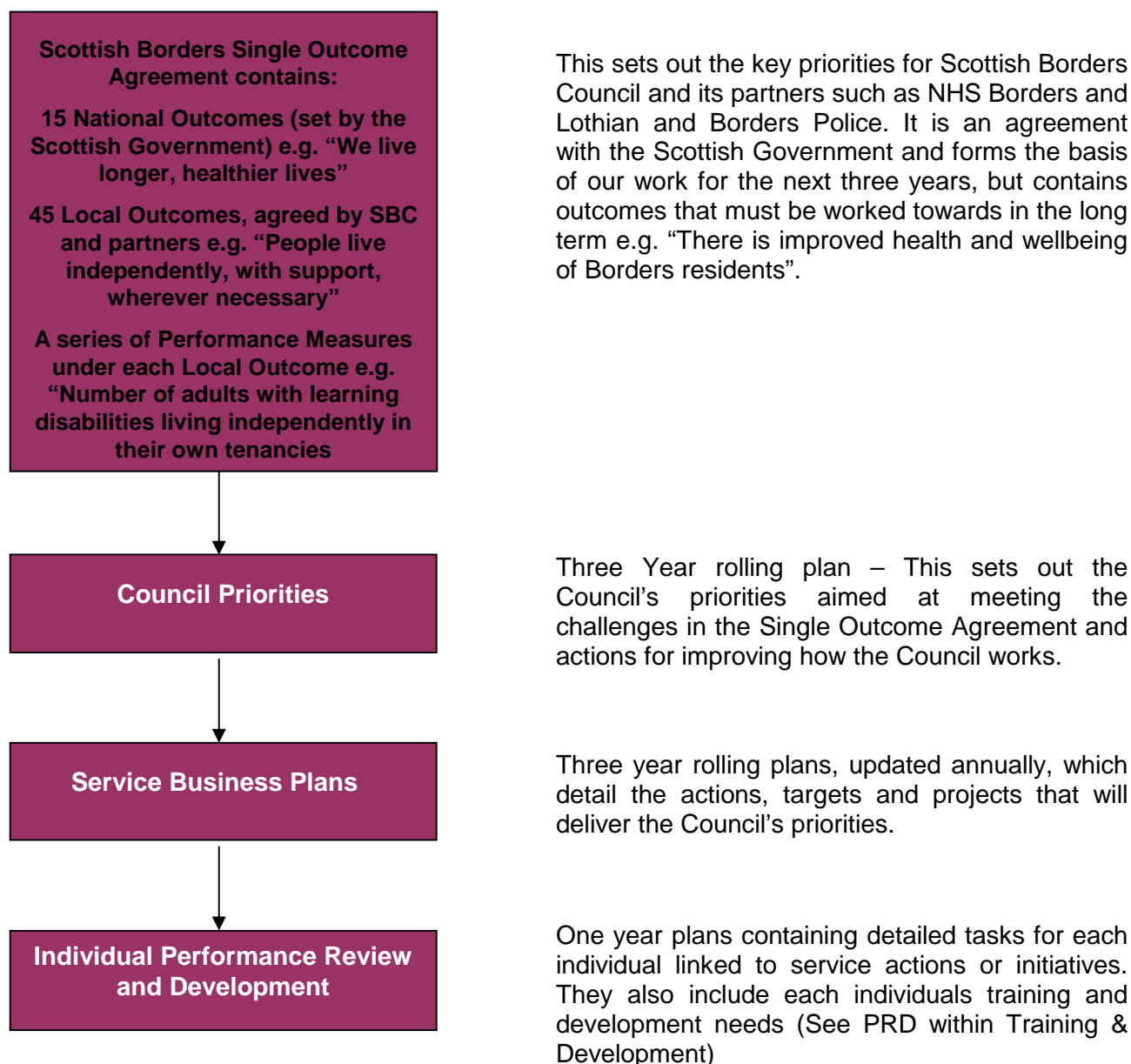
Planning and Performance Management

The Council is a complex organisation providing a diverse range of services to the Borders public. Planning and Performance Management provides us with the approach and systems to manage all these services effectively and to continuously improve our performance. It is fundamental to achieving our vision and to delivering Best Value.

Broadly Performance Management is about setting out:

- **Where we want to be** - Clear priorities based on community needs
- **Who do we need to work with** – We can't do all this on our own; we need to work with communities, other public bodies and the voluntary sector
- **How do we get to where we want to be** – We need clear plans to achieve our priorities and our resources must be matched to these plans
- **How do we know we are there** – We need to have clear measures of performance, and rigorous monitoring so we know if we are achieving our priorities and if we are improving
- **How do we get better** – clear improvement plans based on our performance and feedback from our communities/customers. We take action based on rigorous monitoring of our performance

The Council's planning framework helps us to set out and communicate our priorities, plan our resources and translate our vision and priorities into tangible day to day activities for employees. The following chart represents how the main plans are related:



Partnership Working

Partnership working is essential to the current and future delivery of public services in the Borders. It is how we will make the best use of our resources so that we can improve the quality of life for people living, working and doing business in the area. This is why our highest level, the Scottish Borders Single Outcome Agreement (SOA) is developed with public sector partners, the voluntary sector, Elected Members, Businesses and in consultation with communities. SOAs were introduced by the Scottish Government in 2007 and are a high level summary of the key priorities for SBC and its partners such as NHS Borders and Lothian and Borders Police. As well as stating the outcomes we want to achieve, it also presents a series of Performance Indicators in order that progress can be monitored.

Involvement in partnership projects has been identified as a major insurance risk facing Scottish Borders Council. This is because a partnership is able to own property, hold rights and assume obligations. It can sue and be sued. The partnership has primary liability for all debts and obligations which it incurs through the agency of its partners. The liability of the partners is subsidiary in nature. In effect the partners are guarantors of the partnership. Their liability is unlimited. For this reason in undertaking work with other bodies it is vital that officers are aware of the type of relationship that they are involved in and take action on forming a partnership agreement on the basis of Scottish Borders Council's Partnership Toolkit at the earliest possible point of time if this is considered to be the way forward.

The Council fully supports the fundamental principles of good governance, namely openness and inclusivity, integrity and accountability, which are defined in the Scottish Borders Council's Local Code of Corporate Governance. The Council is committed to the integration of the three principles of good governance with the conduct of the Council's business thus incorporating these principles in its systems and processes, which includes the Partnership toolkit, to ensure effectiveness in practice.

Best Value

The Local Government in Scotland Act 2003 established Best Value and Community Planning as statutory duties for local authorities. In particular the Act places a duty on Councils to make arrangements to secure continuous improvement in performance.

Best Value incorporates a programme of external audits by the Accounts Commission for Scotland to assess how well we achieve our objectives and these audits involve an honest assessment by each service of its strengths and weaknesses and plans for improvement.

Best Value is therefore about doing things better whilst at the same time responding to our customers and communities changing needs. This is what our planning and performance management framework is trying to achieve. All employees have a contribution to make to achieving best value and at an individual level it is simply about looking at ways in which we can improve what we do on a day to day basis.

For more information on Best Value and Continuous Improvement within the Council log on through the Council's website on the Intranet

Business Partnering Model

As part of the Council's transformation project, Support Service functions (eg IT, HR, Finance) have reviewed how services can be provided across the Council to:

- ensure that support services are able to best support Scottish Borders Council's modernisation and transformation agenda.
- implement a structure for these services which facilitates the move towards shared service and outsourcing solutions.
- reduce and where possible eradicate duplication of service delivery within Scottish Borders Council.
- establish a sound platform for support services to offer business services to external customers.
- identify and realise potential savings and efficiencies through restructuring these services.

The centralisation, integration and transformation of Support Services needs to be underpinned by a modern service delivery model to ensure that future Support Services are customer focussed, efficient, effective and add value at a strategic level, ie **the business partnering model** and service level agreements. The business partnering model provides a structure for achieving organisational and departmental performance improvement whilst reducing costs of support service functions. The model is based on the key role of support service functions in:

- enabling the implementation of corporate strategy
- assisting the formulation and implementation of customer department strategy
- delivering efficient operational services
- achieving greater cost-effectiveness.

Under the business partnering model, support service functions are divided into three main sections:

- Business Partners
- Specialist Services
- Shared Services

Business partners add value to client departments at a strategic level. Working closely with the client, the business partner:

- initiates strategic discussions
- coaches and advises senior management
- provides tools to enable the department to work effectively.

Business partners develop a sound understanding of the department's strategic context, strategic direction and business plans. They identify ways in which the support service function can advance and support business priorities and so achieve greater performance improvement.

Support service functions deliver core activities (both technical and transactional) which are cost effective and efficient, with a new role of business partner adding value to customer departments at a more strategic level than has often been possible in the past due to time spent on reactive activities.

The role of the '*business partner*' or '*strategic partner*' is key to contributing to performance improvements in customer departments. S/he develops a close understanding of the business requirements and strategic context of the customer department and then provides strategic professional knowledge and options to inform business decisions.

The **specialist services** are delivered by skilled technical staff, where expert solutions are provided to the client based on:

- in-depth knowledge of their subject matter
- the organisation's policies
- external regulations (legal and others).

Shared services' refers to the merging of services to form a single service. It can apply to the merging of one service across a number of organisations, eg IT services being provided by one joint department to a number of Councils, or the merging of related services within the organisation eg finance and HR combining to deliver payroll. It usually involves transactional activities where there is a high degree of standardisation, such as:

- processing forms
- data collection
- management information
- administrative activities.

ABOUT SCOTTISH BORDERS

The 1800 square miles (4700 km²) of the Scottish Borders stretch from the English border in the south to the outskirts of the capital city of Edinburgh in the north and from the gently rolling Tweedsmuir Hills in the west to the rugged east coast and the North Sea.

The Scottish Borders



At the heart of the Scottish Borders, the world famous salmon rich River Tweed flows through contrasting landscapes of wild moorlands, wooded valleys, and fertile farmland. The Scottish Borders is a great place to live and work with its historic towns and villages, strong communities and beautiful landscapes.

HISTORY OF SCOTTISH BORDERS COUNCIL

The Scottish Borders is governed by a unitary council of 11 wards, served by 34 elected members.

The Council's area comprises the four historic counties of Berwickshire, Roxburghshire, Peeblesshire and Selkirkshire. These four historic counties contain a number of historic Burghs and Royal Burghs, including the famous Border towns of Duns, Hawick, Jedburgh, Kelso, Lauder, Peebles and Selkirk.

Regions

In 1975, the historic County Councils and their constituent Burgh Councils were swept away under a re-organisation, which split Scotland into eight regions: Highland, Grampian, Central, Strathclyde, Fife, Lothian, Dumfries and Galloway and Borders. The area around Heriot was transferred from Midlothian into the Borders Regional Council area.

Each of these regions was then sub-divided into a number of district councils, a total of 52 throughout Scotland. Of these, there were four in the Borders area:

- Berwickshire, in the east, was slightly reduced in size from the former county it superseded;
- Ettrick and Lauderdale was a new area formed in the Central Borders around Galashiels;
- Roxburgh was formed from the former County of Roxburghshire less the area around Melrose; and
- Tweeddale was formed from the former County of Peebleshire with some minor adjustments.

Regional Councils

The Regional Councils were charged with delivering the major services of Education, Social Work, Roads and Transport. The Districts were responsible for Housing, Planning, Libraries, Leisure and Recreation, Parks and Open Spaces, Environmental Health and Cleansing.

In 1995 a further re-organisation of Local Government saw the Regional and District Councils dismantled and replaced with thirty-two new unitary Councils. In the Borders, the boundaries of the new Scottish Borders Unitary Council were the same as with those of the Borders Regional Council which it replaced.

Re-organisation

At re-organisation, it was decided that the Scottish Borders Council would be comprised of 58 single member wards, the same number of members as the sum of the four district councils which it replaced. Elections were held in May 1995 and fifty-eight councillors were elected for a term of four years. A subsequent review of electoral boundaries by the Boundary Commission for Scotland reduced the number of Councillors to 34 and these recommendations came into effect at the elections in 1999.

Elections

Elections for Councillors are normally held in May every four years. The next election for councillors is due in May 2017.

COUNCILLORS

It is Councillors who make the decisions on how the Council spends its money and which services it provides to the people of the Borders, although they can only do so within the bounds of the legislation which governs the Council.

The Councillors make their decisions in various committees, and the Council currently has an Executive/Scrutiny committee structure. Each of these committees has a particular remit and you can find out more about each Committee in the Council's Scheme of Administration. The conduct of each Committee meeting is governed by the Council's Standing Orders.

Reports are produced by officers of the Council for each committee meeting. This gives Elected Members relevant information to allow them to come to a decision on a particular matter. This may seem like a time consuming business, but it is important that Councillors have enough information to allow them to make a considered judgement on behalf of the people of the Borders, and it is the essence of democracy and public accountability.

The Council has also chosen to delegate some decisions to officers of the Council. Details of this are to be found in the Council's Scheme of Delegation.

No decision is ever delegated to an individual Councillor. This means that Councillors cannot make decisions on their own but must do so either collectively at a committee meeting, or in consultation with officers of the Council.

All Councillors are required to follow a Scottish Borders Council protocol which supplements the National Code of Conduct for Councillors and is intended to promote high standards of personal conduct and behaviour within the Council. The principles identified in their Code of Conduct are:

Duty, Selflessness, Integrity, Objectivity, Accountability & Stewardship, Openness, Honesty Leadership and Respect.

If you feel that a Councillor has breached the protocol you should, if you feel able, speak to the Councillor directly. If you do not feel able to do this you could ask your Head of Service, through your line manager, to assist in resolving the issue through discussion, first separately and then together. If this fails to address matters at this stage you could then raise the matter formally with the Council's Chief Executive in accordance with the Complaints Procedure for the Standards Committee. Full details are to be found in the Protocol on Councillors Personal Behaviour/Conduct available via the intranet.

If you are interested in obtaining details of either the Council's Scheme of Administration or the Council's Scheme of Delegation and you have access to the Council network please refer to X drive/ Policy Register Index. If you do not have access please ask your line manager.

All staff on the Council network have access to electronic copies of all public Council papers, including agendas, reports and minutes, via the intranet. Papers are usually available seven days before the meeting.

THE COUNCIL'S SERVICES

The Council provides a diverse range of services. A brief summary is outlined below. More information can be found on the Council's intranet.

Council Departments

Reporting to the Chief Executive are a number of departments which support him in undertaking his role and which provide a variety of advisory, administrative and services to the community.

- **Chief Executive**
- **Education and Lifelong Learning**
- **Environment and Infrastructure**
- **Social Work**

Chief Executive

The Chief Executive is Head of the Paid Service and principal policy adviser to the Council with overall responsibility for:

- the co-ordination and management of the Authority
- ensuring that the Council meets its overall objectives

Within the Chief Executive's department is the:

- Assessor and Electoral Registration Office
- Emergency Planning Unit
- Corporate Procurement and Reprographics Group
- **Assessor and Electoral Registration Office:** The Assessor is appointed by the Local Valuation Authority (Scottish Borders Council) but operates independently from the Council in valuation and electoral matters and is directly answerable in such matters to the Courts. The main functions are the compilation and maintenance of:
 - the Valuation Roll
 - the Council Tax Valuation List
 - the Register of Electors
- **Emergency Planning:** Emergency Planning works through the Lothian & Borders Emergency Planning Strategic Co-ordinating Group and the Scottish Borders Civil Contingencies Liaison Group to integrate plans for a co-ordinated, inter-agency response to civil emergencies including those arising from adverse weather, oil pollution, pipeline incidents, diseases of animals and other major incidents such as air, road and rail crashes.
- **Corporate Procurement and Reprographics:** Corporate Procurement and Reprographics Group which includes Procurement, Graphic Design, Document Production and Scanning

Education & Lifelong Learning

The work of Scottish Borders Council's Education and Lifelong Learning Department impacts directly or indirectly upon every person in the Scottish Borders, through its remit to provide continuing opportunities for formal education, individual learning, leisure and cultural opportunities.

The goals for the department are linked to national agendas for school education, community learning and cultural development. They are also linked to local community planning (New Ways) objectives.

There are three main areas in the department:

- **Community Services** is organised into four areas: Arts; Sport; Cultural Services (Libraries and Museums) and Community Learning and Development
- **Planning & Performance Team** is responsible for leading, developing and managing the performance, strategic planning and policy functions for Education and Lifelong Learning (E&LL) and Integrated Children's Services (ICS). In addition the team leads on the development of the Scottish Borders Children and Young People's Services Plan working with partners across Scottish Borders to deliver better outcomes for children, young people and their families.
- **Schools Service** is responsible for the education of almost 18,000 children across the Borders. Education is delivered through nine secondary schools, 64 primary schools (46 with nursery units) and a number of private and voluntary sector nursery providers. It is also responsible for driving continuous improvement across every aspect of the Department.

Each Service contributes to the following departmental goals:

- Promoting equality through attention to social justice, inclusion and Citizenship
- Supporting and developing effective learning and teaching
- Raising levels of achievement.
- Managing resources effectively and efficiently, ensuring quality and value for money.
- Developing technology to enhance future learning and support service delivery.
- Supporting and developing our staff
- Developing our communities

Environment & Infrastructure

This department provides a wide range of services to Borders communities ranging from refuse collection and disposal to roads maintenance, planning and building control and economic development. Services are driven by economic, environmental and social change in the region. The department plays a central role in times of bad weather including snow, storms and flooding and supports the police, fire and health services at times of civil emergency. There are four services:-

- **Planning and Regulatory** - produces the Strategic and Local Development Plans and supplementary guidance and is responsible for strategic transport planning for the region. Deals with all aspects of planning permission, including offering informal advice to prospective applicants before applications are submitted and investigates all alleged breaches of planning control in the Scottish Borders. Building Standards works to provide safe buildings which utilise minimum energy and pollution. Environmental Health

works to achieve clean and safe food, public premises and environment. Trading Standards provides consumer protection and advice.

- **Economic Development and Regeneration** - encourages a thriving and diverse economy in the Scottish Borders and protects and enhances the natural and built environment of the region. The Council's environmental strategy and carbon management work is delivered through this Service.
- **Engineering & Infrastructure** - brings together the development and maintenance of the region's physical infrastructure (roads, bridges, lighting and passenger transport) and manages and maintains the Council's extensive vehicle fleet. The service includes the Council's contracting arm, 'SBC Contracts' (which undertakes direct works as a major civil engineering contractor in SE Scotland and undertakes work for other organisations and neighbouring local authorities) and internal design /project management services.
- **Neighbourhoods** - are the "everyday" services that touch all Borderers' lives including waste recycling; refuse collection, treatment and disposal; street and toilet cleansing; minor road and pavement maintenance repairs; maintenance of parks, cemeteries, play and sports areas; and community safety and warden services.

Resources

- **Audit and Risk Management**

This service provides the specialist compliance and assurance support services of internal audit, fraud investigation, risk management, business continuity management, insurance, and wellbeing and safety, that are designed to assist the Council in discharging its responsibilities and accomplishing its objectives by bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance and to ensure compliance with legislation. It does this through the following functions:

- **Internal Audit** - provides independent and objective assurance on the effectiveness of controls, risk management and governance in place and recommends improvements and provides specialist and professional advice and training.
- **Fraud Investigation** – promotes and improves fraud prevention and detection measures and carries out fraud investigation and prosecution measures which are designed to protect public funds and at the same time to take appropriate action against those who attempt to defraud the Council.
- **Risk Management** - provides the risk management framework, professional advice & support and maintains an overview of risk management across the Council to ensure systems of identification, evaluation and management of key risks facing the Council continue to be robust.
- **Insurance** - manages the delivery of the Council's external and internal (self) insurance arrangements including management, administration and settlement of claims within three main classes of insurance protection - liability, property and motor - against the financial consequences of service delivery risks.
- **Business Continuity** - provides the Business Continuity Management System framework, professional advice & support and maintains an overview of business continuity activity across the Council to ensure compliance to standards and procedures through regular testing, monitoring and reporting.
- **Wellbeing and Safety** - provides the health and safety management framework and delivers professional advice, support and training to ensure procedures are appropriate in assessing, eliminating and controlling wellbeing, health and safety risks.

- **Business Consultancy Unit**

The Business Consultancy Unit (BCU) will support a coordinated approach to transformation and organisational development across the Council by providing:

- Management of projects and programmes (Business Transformation, Raising Standards)
- The Programme Office (specialist expertise on methods, tools and governance)
- Corporate Communications
- Workforce Planning and Development
- Specialist Consultancy Support (Policy & Scrutiny; Research & Information; Community Regeneration & Engagement; Organisational Change)

- **Business & Technology Solution**

The purpose of the Business & Technology Solutions (BTS) Unit is to provide an IT infrastructure for the Council which enables all departments and elected members to use IT systems to better deliver their services. It does this through 2 divisions:

- Business Solutions
- Technology Solutions

BTS has six main sections:

- **Asset Management** - identifies assets through the application of unique identification tags on IT equipment, and updates and maintains an inventory of all equipment procured through the Corporate Resources Information Technology (CRIT) service
- **Business Support** - provides an interface between CRIT and Council services; assists in the development of the business by providing knowledge of the IT marketplace and the Council's own infrastructure; supports business users and provides a forum for issues, information and problem solving
- **Infrastructure Support** - provides a secure communications infrastructure allowing for the delivery of services and information electronically and provides a secure desktop environment which enhances overall productivity and enables good information management
- **Procurement** – tenders for, negotiates and develops contracts with suppliers for IT hardware, software and licenses
- **Project Management** - provides Project Management services to IT and other areas of the business as required. Provides support and expertise for PRINCE 2 (the Council's chosen project management methodology) and the approved Project tools. Provides the Corporate Project Support Office (virtual) incorporating protocols and standards for the Council based on PRINCE2
- **Service Desk** - undertakes user administration for all Council staff. Provides a call logging service for all faults, problems and support requests regarding the network, communications infrastructure and desktop equipment, and allocates the calls to appropriate technical staff
- **Systems Integration** - provides a secure system environment in which departments can run business systems of their choice

- **Finance**

This service is responsible for the mainstream budgeting and accounting functions of the Council, together with business support to departments and the provision of the Council's main corporate financial systems. It does this through three main divisions whose responsibilities include:

- **Financial Services**
- Supporting the delivery of the Council's legislative financial responsibilities and delivery of core financial planning and management services Service
 - Revenue and Capital Financial Planning and Budget Preparation
 - Revenue Budget Monitoring
 - Final Accounts
 - Completion of Financial Returns
 - Maintenance of Financial Records
 - Provision of Ad-hoc Advice and Management Information
- Enabling more effective financial and general performance management across Council services
 - Supporting Service and Business Planning across the Council
 - Improving Financial Management Competencies amongst Council Stakeholders
 - Supporting the Demonstration and Delivery of Value for Money in Service Provision
 - Support to Council Partnerships
 - Specialist Financial Advice and Support
- Providing specialist support to the Council's Business Transformation agenda and other corporate projects and programmes
 - Costing and Financial Analysis
 - Organisational Review
 - Business Case Development
 - Specialist Advice Internal Consultancy and Support
- **Corporate Finance**
- Treasury management including cash flow, investment strategy and management, external banking service and advice on financing options
- Pension Fund investment strategy, monitoring and reporting
- Preparation and monitoring of Council's capital budget and associated financing, and project appraisal
- Preparation of the Council's statutory final accounts and liaison with the external auditors
- Accounting standards and policies
- Co-ordination of financial returns
- Provision, maintenance and development of the Council's corporate financial systems including General Ledger, Accounts Payable, Commitment Accounting, Income and E-Procurement, along with associated reconciliations
- Financial Reporting and training
- Taxation advice and guidance
- Framework for revenue budget process

- **Customer Services**

- Provide a corporate customer service function providing access for all to complete customer requests for services or information at first point of contact. Currently the service is offered from 11 Contact Centres ("one stop shops") as well as via a telephone call centre.
- Administration and collection of Council Tax, Business Rates and Sundry Income. Billing and Collection of water charges on behalf of Scottish Water.
- Administration of financial assessments associated with respective charges. The largest of which are Housing and Council Tax Benefits but also includes free school meals and clothing grants.
- Assessment of entitlement to National Entitlement Cards and Blue Badges.
- **Registration Service** which provides an accessible service for registering births, deaths and marriages throughout the Scottish Borders and delivers associated new services in response to legislative changes in a professional and timely manner

- **Human Resources**

Functions undertaken by HR are as follows:

- **HR Advisory service**

- Provide a professional, customer-focussed HR advisory service, which enables Departments to deliver local and organisational business objectives through effective workforce management, in line with legal requirements, modern management practices and corporate governance.
- Ensure the development, consultation, implementation and review of best practice, operational policies, procedures, guidance and briefings for management in order to enable the effective and consistent delivery of progressive professional HR practice across the Council.
- Lead, advise and direct the Council on effective communication, consultation and staff engagement through negotiation with trades unions and staff representatives in order to meet statutory regulations, achieve a common understanding of respective interests and achieve business goals in partnership with the workforce, wherever possible.

- **Shared Services – HR**

- Develop a full integrated human resource management support service which supports the professional HR advisory service in the areas of payroll management, pensions management and administration, recruitment and selection, systems development and deployment and all other human resource management support functions.

- **Shared Services – Payroll**

- Provide an accurate, cost effective service for paying the Council's employees, councillors and pensioners.
- Maintain accurate employee records ensuring that creation and amendment of records are properly authorised.
- Prepare a financial analysis of all payments and deductions made.
- Make payments in respect of Income Tax, National Insurance contributions, pension contributions and other statutory deductions by the due date.
- Make annual returns in respect of PAYE Income Tax, National Insurance contributions, pension contributions, Statutory Sick Pay payments, Statutory Maternity Pay, SSP, SAP payments and Student Loan deductions in the specified format by the statutory submission dates.

- Operate the Occupational and Statutory Sick Pay, Maternity, Paternity and Adoption Pay Schemes in accordance with statutory provisions and the appropriate conditions of service.
- Answer payroll enquiries from employees and managers or direct the enquirer to a source that will provide the necessary information.

- **Shared Services – Pensions**

- Administer the Local Government Pension Scheme (LGPS) on behalf of Scottish Borders Council and a number of other participating employers.
- Maintain accurate and comprehensive records for all LGPS members
- Calculate benefits in accordance with LGPS regulations and advise beneficiaries of amounts payable.
- Provide fund actuary with data in respect of triennial valuation of Scottish Borders Council Pension Fund.
- Provide members and employers with up to date information about the scheme and the benefits payable.
- Liaise with Scottish Public Pensions Agency and provide the Council with specialist advice in respect of the Scottish Teachers' Pension Scheme.
- Provide specialist advice to fund employers on the LGPS.

- **Legal and Democratic Services**

This service ensures that the Council acts within the law by providing a cost effective quality legal service to the Council and its various parts.

- **Legal Services**

The Legal Services team provides a complete legal service for the Council, the Councillors and the Departments. They carry out all sorts of legal work and give advice on topics such as - Conveyancing, Litigation, Employment Law, Planning Law, Contracts, Child Care Law, Education Law, ASBOs etc. They also draft Bye-Laws and Traffic Orders and have been heavily involved in Private Legislation in both the Westminster & Scottish Parliaments in respect of the Jim Clark Memorial Rally and the Waverley Railway Line.

- **Licensing Services**

The Licensing Services team deals with all sorts of licences for Liquor licensing (pubs, clubs, hotels, off licences etc), Gaming licences, taxi and private hire licensing and miscellaneous other licences.

- **Committee/Elections**

The Committee & Elections team manages and services all the formal Council/Committee meetings, Licensing Board meetings, Common Good meetings, as well as informal meetings such as Working Groups. The team also manages the elections for the Westminster, European & Scottish Parliament elections as well as the local government elections, and referenda.

- **Members Services**

Providing Elected Members with assistance in the form of advice, administration and IT support.

Social Work Services

The Social Work Services Department provides a wide and important range of services for individuals, families and communities. These services exist to support some of the most vulnerable people in our community. Every day, they make a vital difference to people's lives. The range of services provided includes:

- **Social Care and Health** provide for a full range of care and support needs for all adults including older people, people with mental health needs and people with a physical or learning disability and aims wherever possible to enable and empower service users to remain in their own homes and communities. They provide support to people in their own homes and also in care homes where appropriate. Specialist services aim to meet the diverse range of needs within Social Care and Health and to ensure services are responsive and person-centered. Social Care and Health provides both direct and purchased services including; home care, care homes, supported accommodation, day care services, short breaks and carers' services. Services are increasingly being developed in partnership with key agencies such as NHS Borders (Borders Ability Equipment Store, Rapid Response), other significant stakeholders and the voluntary and private sectors.
- **Integrated Children's Services (ICS)** combines the Children and Families elements of the Social Work service with the Additional Support for Learning aspect of the Education service and additional services from the Educational Psychology Service to promote positive educational outcomes for all children and young people. There is an emphasis on providing support at the earliest possible opportunity, minimising bureaucracy in order to maximise the amount of time staff spend in direct contact with children, young people and their families, inter-agency collaboration within a 'single system' of assessment and intervention, including the implementation of the concept of forming a 'team round the child' as set out in the Scottish Government key foundation document Getting It Right For Every Child (GIRFEC) and the co-location of staff from different agencies both locally and centrally. Integrated Children's Services are delivered through a combination of local and centralised services. The goal is for the majority of children to be helped and supported in their own communities through local service delivery.
- **Criminal Justice Social Work Service** provides a range of statutory services to the Justice of the Peace, Sheriff and High Courts and the Scottish Parole Division providing community and prison based assessment, and management and supervision of adult offenders designed to protect the community and reduce re-offending. Criminal Justice helps to reduce the impact of crime on individuals, families and communities. This service is responsible for statutory assessment and supervision of adult offenders (aged 16 and over) who have been referred by the Courts, the Procurator Fiscal and the Parole Board. They also provide assistance to witnesses and other people attending court and support both the families of prisoners and the victims of crime.
- **Housing Strategy and Services** is responsible for the development and implementation of the Council's Local Housing Strategy and facilitating the delivery of Affordable Housing. In order to assist households, the Housing Strategy Team provides information on a wide range of housing issues, including: Housing options in the private sector, accessing social rented housing and low cost home ownership, saving money and energy in the home, housing research and advice on other services/organisations to contact, such as Borders Care and Repair and Shelter. The Homelessness Services are responsible for tackling and alleviating homelessness through the Scottish Borders Homelessness Strategy and the Welfare Benefits Service aims to maximize the take up of Social Security Benefits and Tax Credits by the citizens of the Scottish Borders and to help individuals manage and resolve any debt issues, as well as aiming to tackle and alleviate poverty

through the effective implementation of the Tackling Poverty and Financial Inclusion Strategy.

https://www.scotborders.gov.uk/directory_record/45459/tackling_poverty_and_achieving_social_justice_strategy

- The **Performance and Improvement Group** provides a range of business support functions for the department, including Administration, Contracts Management, and Business and Performance Management. The Group works closely with other services in the department, and key corporate staff to ensure services that are equipped to meet local and national challenges, and tailored to meet client needs. The Group also leads, manages and supports a range of service improvement projects and ensures the implementation of corporate policies and initiatives across the department.

SECTION 2

EMPLOYEE RESPONSIBILITIES

This section gives a brief summary of your general responsibilities which come as an employee of Scottish Borders Council.

Obviously there will be other responsibilities which are related specifically to your job and some of these will be detailed in the Job Description of your post. Your line manager will be able to provide full details of your responsibilities.

CHARTER FOR EMPLOYEES

Scottish Borders Council regards its employees as its greatest asset. As such it recognises that as an employee you may expect to:

- work in a safe and healthy environment
- be treated with dignity and respect
- be informed of your role and tasks
- be set required standards of work and behaviour through policies, procedures and applicable external Codes of Practice
- be appropriately inducted, trained and developed
- be involved in/consulted on the planning process relevant to duties
- be enabled to perform to the best of your ability
- be given effective, timely feedback
- be managed professionally
- have your ideas and opinions valued
- be kept well informed of the Council's objectives and plans
- receive the willing help, support and guidance of your managers and colleagues
- have internal promotion actively encouraged
- receive recognition for achievement
- be rewarded fairly and equitably

Equally the Council expects that you will:

- take care of your own health and safety and that of your colleagues, managers, clients and members of the public
- treat all your colleagues, managers, clients and members of the public with dignity and respect
- maintain regular attendance
- perform to satisfactory standards of work and behaviour
- maintain a positive attitude to your job
- support the Council in meeting its objectives
- keep your manager informed to enable him/her to manage effectively
- willingly help, support and guide your manager and colleagues
- observe the Code of Conduct for employees
- comply with all Council policies, procedures and applicable external Codes of Practice
- contribute ideas for improvement

CODE OF CONDUCT

As the public expects a high standard of conduct from all local government employees in Scotland we have a [Code of Conduct for Employees](#).

This Code sets out the minimum standards of conduct that are expected of you and reflects our values of:

- Accessibility
- Courtesy
- Openness
- Responsiveness

Some parts of the Code may apply more than others because of the nature of your work, for example Social Work Day Care or Outreach staff, but all employees must act in accordance with the Code.

You need to pay particular attention to the Code if you are involved in processing applications for services or resources, licences or statutory consents or the procurement of goods and services. A breach of the Code may give rise to disciplinary action.

As an employee of Scottish Borders Council you must not allow any private interest to influence your decisions. You must not use your position to further your own interests or the interests of others who do not have a legitimate right to benefit under the policies of this Council. If you do have a private interest which relates to the work of the Council you must declare it to your line manager for inclusion in the departmental register of employee interests.

With the exception of Heads of Service and Directors, who require explicit written permission, you can undertake work outside the Council unless there is a possible conflict or adverse effect on the work of the Council. You are advised however to seek the advice of your line manager before undertaking any private work.

Under no circumstances should you make use of confidential or sensitive information gained through your employment with the Council. You cannot use the equipment or resources of the Council when carrying out work outside the Council except with the specific approval of the Director or Head of Service and you must not undertake such work during your normal working hours.

Your total working hours must not breach the requirements of the Working Time Regulations.

Offers of hospitality made to you in the course of your employment should only be accepted if you can answer 'Yes' to the questions:

- 'Can I justify this?' and
- 'Can I be sure I will not be subject to legitimate criticism?'

Small personal gifts from other organisations or members of the public, colleagues, or pupils may only be accepted where the items are of nominal value for example pens, diaries, calendars, flowers or other small tokens of gratitude. Any offer of hospitality or gifts valued over £50 must be declared in your departmental register, whether accepted or not. You must complete the Employee Hospitality Register form.

In the course of your employment with the Council you should only make contact with the media or respond to enquiries from the media where you have been authorised to do so by the Chief Executive, Director, Head of Service or your line manager.

If you have any doubts on any aspect of the Code of Conduct, you should seek the advice of your line manager.

For full details of our Code including corruption, use of resources, appointments, contact with the media, political neutrality and your rights as an employee as well as general guidelines on all of Hospitality, Gifts and Disclosure of Unlawful or Improper Acts please see HR Policies and Procedures and Guidelines.

COMMUNICATIONS

The Council has a Corporate Communications Strategy which sets out how the Council will communicate with you. The Council believes good communication is vital to ensuring you have a high level of understanding which will help to facilitate us all in delivering the best possible standards of service to the people of the Scottish Borders.

How we communicate with employees:

- **SB Connect:** This Council newsletter is issued up to three times a year to households covering a variety of Council news that affects Borders residents
- **SBsCene:** The quarterly staff newsletter, written by employees for employees, provides an informal update on what's happening within departments and includes the latest employee achievements.
- **SBupdate:** Published regularly on the Intranet, this e-information bulletin keeps employees up to date with the latest news. If you don't have access to email or the Intranet you should be able to read the latest copy on your notice board.
- **Corporate Management Team Bulletin:** This bulletin is circulated following the weekly Corporate Management Team meeting outlining the decisions taken and helping to give employees a clearer understanding of what is being decided at the top level.
- **Council Intranet:** On the Council Intranet site you will find links to information on each department, an employee telephone directory, links to helpful websites, news releases, corporate briefing notes and job vacancies.
- **The Pulse:** Scottish Borders Council's cascade team briefing system, managed by the Corporate Management Team. It gives all employees the opportunity to hear important information from the Management Team directly from their own line manager on a regular basis. Important items and key messages for the briefing are identified at each Management Team meeting. Senior managers receive the briefing from Directors on a monthly basis. These managers then brief their managers who in turn brief the employees they manage. This process is repeated until all managers and employees in the organisation have received a face to face briefing once a month, giving employees the opportunity to discuss and find out more about key Council business.

The Council is also committed to communicating clearly and regularly with everyone it comes into contact with, including residents, customers, service users, businesses and partner organisations. Ways in which information is provided include through the Council's Website site at <http://www.scotborders.gov.uk> and by SBConnect, the Council's newspaper which is delivered to all households in the area three times a year. To contact the Corporate Communications Team, please call 01835 826601.

In addition to corporate communications you should receive regular Team briefs and individual feedback on a timely basis to enable you to know what the important issues are in your area of work.

You are required to treat all information you hear or see during your employment with the Council with the utmost confidentiality.

COUNCIL PROPERTY

You are required to take all reasonable steps to protect the Council's premises and property and to avoid misuse of equipment and wastage of materials.

Damage or defacement of premises or other contents, failure to take care of property, equipment or materials, or the unauthorised removal of Council property may be considered to be Gross Misconduct.

If you need to remove property from the Council you should obtain prior permission through your line manager. Similarly, whilst normally you must not make private use of Council premises or property in exceptional circumstances you may do so where you obtain prior authorisation through your line manager.

DATA PROTECTION

If you are a Data User you have a legal obligation to adhere to the following 8 principles. These principles are that data must be:

- fairly and lawfully processed
- processed for limited purposes
- adequate, relevant and not excessive
- accurate
- not kept for longer than necessary
- processed in line with your rights
- secure
- not transferred to countries without adequate protection

Make sure you know who your department's Data Protection Liaison Officer is. If you have any questions about the proper use of the personal information being held you should contact him/her in the first instance.

Always verify the identity of anyone asking about personal information and follow the Subject Access and Disclosure Procedures approved by the Council. Only disclose information in accordance with the Data Protection Notification, a copy of which is held by your Data Protection Liaison Officer. If in doubt about disclosing information, make a written note of the request and refer it to your Data Protection Liaison Officer.

If you wish to set up a new system which will hold personal information, contact your Data Protection Liaison Officer to check whether you need to amend the Notification to the Information Commissioner prior to holding any live information.

If you are designing a new form to enable the Council to collect personal information which will either be put on computer or held in a file, contact your Data Protection Liaison Officer at an early stage. It is essential that people know when completing the form that the information will be held on computer or in paper files, what it will be used for and to whom it may be disclosed. All forms must be approved by the Council's Access to Information Officer before being used.

Ensure you maintain security of information by, for example, logging off. Accidental disclosure of personal information can occur if unattended computers are left logged on to systems or a computer print out is not shredded prior to disposal.

If you have any questions about any of the above please refer to your Data Protection Liaison Officer, a list of which is available on the Council's Intranet. Alternatively contact the Access to Information Officer, Corporate Communications, Council HQ.

The Data Protection Act 1998 came into effect on 1 March 2000. This gives individuals a right to access personal information the Council holds about them, either in computer or paper records. The Council notifies the Information Commissioner of all relevant data the Council processes. This is done on a yearly basis.

The Council must be open about the information it is processing and comply with the eight principles of Data Protection in that data must be:

- Fairly and lawfully processed
- Processed for limited purposes
- Adequate, relevant and not excessive
- Accurate
- Not kept for longer than is necessary
- Processed in line with individuals' rights
- Secure

Not transferred to countries without adequate data protection

The Act gives individuals a right to access personal information the Council holds about them, either in computer or paper records. This is the "*right of subject access*". A request for information should be in written format and be accompanied by the relevant fee of £10

Any requests for information should in the first instance be passed to the Access to Information Officer, Corporate Communications, Council HQ, Newtown St. Boswells, TD6 0SA or your Departmental Data Protection Liaison Officer. The list of Data Protection Liaison Officers is available on the Intranet.

The Council should respond within 40 days with the information we hold. The applicant should also receive a description of why the information is being processed, anyone it may be passed to or seen by and the logic involved in any automated decisions. If the Council does not respond within the relevant timescale the Information Commissioner may serve a "Data Subject Notice" which would compel the Council to comply with the request. If the Council requires clarification of any request for information then the timescale for responding does not commence until clarification has been sent.

Some information may be exempt from subject access such as for:

- Crime prevention/detection purposes
- Prosecution of offenders
- Assessment or Collection of taxes or duty

There may be other instances where by disclosing the information may cause damage or distress to an individual. This should be checked with the Access to Information Officer or relevant Data Protection Liaison Officer.

Individuals also have a right to have their information amended, deleted or destroyed if the information is inaccurate.

DRESS CODE

Whilst we do not have a formal dress code the clothes you wear should be appropriate to your work. Employees in our offices are not necessarily expected to wear suits but will be expected to dress smartly. If you are in any doubt please ask your line manager.

The Council provides uniforms for some operations in order to present a smart image to our customers. Where these are issued they must be worn. Where no uniforms are issued then dress should be appropriate to your area of service.

E MAIL USAGE

Not everyone within the Council has email access. Where it is provided primarily for business purposes, reasonable personal use is permitted and encouraged in so far as personal usage does not interfere with nor detract from an employees' performance at work.

If you are a designated user you will be allocated an electronic 'mailbox' which will be uniquely identified in accordance with Council standards. Before using email you should always consider whether or not email is the most appropriate form of communication. Where you decide to use email you should adhere to the following:

Do	Don't
<ul style="list-style-type: none"> ♦ open your e-mail regularly each day and respond where required in an appropriate timeframe. ♦ consider the appropriateness of using e-mail. It is not always the best medium for communication and, once sent, it may not be possible to retrieve it. ♦ Check with the prospective recipient of any attachment that they are able to read the version you intend to send if being sent outside the Council, e.g. MS Word ♦ Remember that, especially with external e-mail, the Council's name is embedded within your message. Sending an external e-mail is like sending a letter on Council headed paper and therefore care should be taken over the message content and the impact it may have on the user as an employee of the Council, and on the Council's business itself. ♦ Use an 'auto' signature on both internal and external e-mails using the format defined by the Communications Manager. ♦ Make sure you choose the correct form of reply, i.e. do you intend to reply to ONE person, or to ALL the people who may have received the same message? Are you expected to reply? ♦ Use a subject header on your e-mail which is short and descriptive and ensure that no personal information appears in the header e.g. an individual's name ♦ Make proper use of the 'Urgent' and 'Low Priority' flags. Improper or frequent use loses credibility and effectiveness ♦ Use the standard format for all your e-mail messages, Autosignature and Out of Office Assistant as defined by the Communications Manager to ensure a consistent and professional appearance 	<ul style="list-style-type: none"> ♦ Allow e-mail to manage your work schedule, by responding immediately to every message received; action and respond as appropriate ♦ Use e-mail if a telephone conversation or a face-to-face meeting would be more appropriate ♦ Use the e-mail system for critical correspondence or use mail folders as your only filing system; the filing of hard copies of important documents may be a legal or audit requirement and the maintenance of accessible file records is a necessity ♦ Rely on the external e-mail to send urgent items as the delivery timescale is dependent on external factors over which SBC does not have control - in some cases it is advisable that you check with recipients that have received the e-mail. ♦ Send large attachments e.g. lengthy documents, spreadsheets, graphics, manuals, reports etc. with your e-mail as a matter of routine; such attachments could delay delivery of other messages to other users. Please see the SBC Blocked External E-mail document. Large attachments can be saved on a shared drive or published on a web site and the link sent. ♦ distribute joke e-mails, chain e-mails or attachments which could be considered inappropriate, offensive, harassing, bullying, defamatory or insulting; examples of these would include: references to race, gender, age, sexual orientation, pornography, religious or political beliefs, national origin or disability; to do so could result in disciplinary action. ♦ Store information in the form of 'Contacts' which could be used to refer to individuals and be construed as defamatory, e.g. 'nicknames' ♦ use the e-mail for inappropriate or illegal purposes, or in support of such activities

<ul style="list-style-type: none"> ◆ Use sentence case. In e-mail terms, capital letters are generally considered to be the equivalent of 'shouting' ◆ Activate your 'Out of Office Assistant' if you are to be away from your computer for more than one working day and de-activate it on your return ◆ Inform the BTS Service Desk (Ext. 5384) and your Line Manager if you suspect a message to contain a virus, or receive any e-mail attachments that generate a virus protection warning. ◆ 'lock' your PC (by use of Ctrl/Alt Delete) whenever you are away from your desk to prevent unauthorised access to applications and files which may be accessible from the desktop ◆ Consider carefully before using the ZZ or DL lists whether your message is appropriate to everyone in the group. 	<ul style="list-style-type: none"> ◆ use the e-mail for commercial purposes, product advertisement, profit or gambling ◆ knowingly transmit attachments which contain viruses. It is a criminal offence to knowingly or recklessly distribute computer viruses ◆ access mailboxes, use passwords, read e-mails or private communications to which you do not have authorisation ◆ give out your password to anyone else or write it down; always change it if you suspect someone else of knowing it ◆ edit or alter an e-mail in order to mislead or create a false record. ◆ Automatically forward council e-mails to your personal home e-mail address
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GIFTS AND HOSPITALITY

Employees should not accept regular hospitality from the same source, and must not accept an offer of a gift from any company which they know the Council to be in negotiation with, or who is tendering for a contract. In accordance with the Council's Financial Regulations employees will complete the Employee Hospitality form in respect of hospitality or gifts offered (value over £50), before accepting hospitality. Further guidance on responding to offers of Hospitality or Gifts is contained in the Code of Conduct for Employees.

IDENTITY BADGES

Many employees will be issued with a photo identity card. For some employees, the card, as well as providing you with a means of identity, also doubles as an access card. In order to obtain a new or replacement photo card, employees will (unless otherwise agreed) come to HQ Reception in Council Headquarters to have their photograph taken. No appointment is required. Whenever possible, Non-Security cards will be printed and issued to employees on the day. All employee requests for cards must be accompanied by an ID Security form, completed and signed by the appropriate Line Manager. The employee must bring the completed form to HQ Reception in order to have their photograph taken.

It is critical that we continue to provide our customers with a high quality service. Because of this the timings of any leave is subject to operational requirements.

You must therefore seek approval for any holiday before you make any arrangements and the Council will not be liable for any losses incurred if you make any arrangements for periods of leave that have not already been authorised.

LEAVING THE COUNCIL

Naturally we hope that your stay with the Council will be a long and happy one. However if you leave for some reason the notice periods are detailed in your Contract of Employment.

The HR team will ask you to complete an Exit Questionnaire to inform us of your reasons for leaving. We ask all people who leave service to tell us their reasons for leaving and all the reasons are reviewed in order that we can improve our employment practices.

Your line manager may also want to conduct an Exit interview with you.

Please ensure that you return all items of Council property before your last day with us and arrange for any repayments to be made if you owe the Council any money, for example for training or relocation expenses. Please also ensure that your manager is fully briefed on any outstanding work you are leaving and if appropriate, where to find all your files.

REPORTING ABSENCE

If you are unable to come to work due to illness, either you or someone acting on your behalf must notify your department (normally your line manager) at the latest, by normal starting time on the first day of absence. You must explain the reason for absence and how long you expect to be off. If you are unable to return to work on the date you advised your line manager, you must contact your line manager again to advise him/her of the position. You and your line manager should maintain contact during any period of sickness absence, particularly where this is long-term.

Where your absence extends beyond 7 days, you must advise your department and you must provide a doctors' statement to cover the period of absence from the 8th day onwards. Your line manager will agree a contact period to allow the opportunity to discuss your absence. This should include any information about your absence for example your doctor's opinion on when you are likely to return.

An online Sickness Notification Form must be completed by your Line Manager on the first day of your absence and on your return to work. Forms are available from the intranet under "Your Job, Human Resources, Online Forms".

For further details on attendance management please see section 3.

REPORTING CHANGES IN PERSONAL DETAILS

If you change your address, your name, or your next of kin please make sure you update your details on Resourcelink Online or notify your line manager immediately. Your department needs to know who to contact in an emergency.

If you are a married woman paying reduced National Insurance Contributions you should notify Payroll if your marital status changes. This will ensure that the correct rate of National Insurance Contributions is paid and that you don't lose any benefit.

WELLBEING AND SAFETY

Scottish Borders Council has a legal duty under the Health & Safety at Work etc. Act 1974 and its associated regulation to ensure, so far as is reasonably practicable, the health, safety and welfare of employees and others affected by its activities.

As an employee, you also have a legal duty to look after your own health, safety and welfare and that of other people affected by your work. You must:

- Report all health and safety concerns, such as accidents/incidents/near misses to your Line manager.
- Work in accordance with instruction and training received, and comply with the relevant policies, procedures and guidance, including risk assessments and safe systems of work.
- Attend health & safety training appropriate to your job.
- Ensure that you do not misuse, interfere with, or fail to use anything provided for health & safety reasons.

On joining the Council you should have been made aware of the Council's Health & Safety Policy. If you haven't, please ask your Line Manager for access to a copy. It is important that you read and understand your responsibilities. It is in your own interest and that of your colleagues for you to work safely.

Details of relevant Health, Safety and Wellbeing Policies, Procedures and Guidance are available through your Line Manager. They can also be found on the Council's intranet. You should always discuss health, safety and wellbeing issues with your Line Manager. This may include any ideas you have to improve either your own health, safety and wellbeing or that of others. Further health, safety and wellbeing advice is available from the Wellbeing & Safety section, via email: health&safety@scotborders.gov.uk or tel: 01835 825054.

If you are a member of a Trade Union, you may wish to contact an appointed Trade Union safety representative for advice and assistance. We work in partnership with Trade Unions on wellbeing and safety issues, both formally and informally. This includes departmental wellbeing and safety meetings and a corporate Health, Safety and Wellbeing Forum.

WHISTLE BLOWING

All public sector organisations are at risk of, or affected by, fraudulent or corrupt activity. As a Council employee you have a key role to play in deterring and tackling such abuse. Apart from costing all of us as taxpayers millions of pounds each year, the reasons you should not turn a blind eye to fraud and corruption are that it:

- demoralises you and your honest colleagues
- strengthens bullies and incompetents
- diverts precious resources from those who need it
- undermines public and political confidence in public services
- makes *your* job harder.

There are some basic Dos and Don'ts

Do		Don't	
Raise the matter	The sooner the problem is raised and looked into, the sooner any wrongdoing can be stopped and the sooner you and others can be reassured things are in order.	Turn a blind eye	If you are worried that some wrongdoing is happening at work, please don't keep it to yourself. Being wise after the event helps nobody.
Pass on any reasonable suspicion to someone in authority	This is usually your line manager or the internal audit service. Alternatively, you could contact the Director of Resources, Head of Audit & Risk, the Chief Financial Officer the Monitoring Officer, or the Head of Legal and Democratic Services.	Investigate the matter yourself	You may make matters worse if you do. It's your job to raise the concern, not to prove it.
Remember key details	If possible, make a note of key details, such as what caused your suspicion, when things happened and who was involved.	Report your suspicions to someone who doesn't have proper authority	There are special rules surrounding the gathering of evidence for use particularly in criminal cases. Attempts to gather evidence by people who are unfamiliar with these rules can inadvertently destroy the case.
Check the Whistleblowing Procedure (which is incorporated in the Code of Conduct)	This tells you who you can talk to and you should follow it.	Delay	As you won't be asked to prove your concern, raise it when it's a concern. Don't wait for proof.
		Worry	There is legislation (The Public Interest Disclosure Act) which creates a practical framework for whistleblowing and provides strong protection for genuine whistleblowers.

SECTION 3

POLICIES, PROCEDURES, GUIDELINES AND OTHER INFORMATION

The Council has a wide range of Policies, Procedures and Guidelines. This section gives a summary of many of these Policies, Procedures and Guidelines. To understand the full detail of each topic please refer to the main documents which are all available through:

- the Council's Intranet (Corporate Resources/HR/HR Policies, Procedures and Guidelines)
- your own line manager
- HR

If you then have any unanswered questions please refer them to your line manager in the first instance.

Please note that this section contains corporate information which may be supplemented by departmental policies and procedures, some of which may have particular relevance to your role. If you are in any doubt please ask your line manager for information.

ANNUAL LEAVE / PUBLIC AND FIXED HOLIDAYS

Calculating annual leave

Annual leave (Non teaching)

Your contract will set out the number of days annual leave entitlement you have per year.

Annual leave entitlement is calculated on your contracted hours and weeks worked per year, so part time employees receive entitlement pro-rata. If you work part time, but do not work the same hours 5 days per week, your entitlement will be calculated in hours rather than days.

If you work on a relief or supply basis you are not entitled to take annual leave, but you will be paid for any leave accrued during your period of relief work. If you are required to work continuously for a period of one month or more, a temporary contract will normally be issued and you would then receive appropriate Annual Leave entitlement.

Before taking annual leave or making holiday arrangements you must obtain authorisation for the appropriate period of annual leave from your line manager. Requests for annual leave will be granted wherever possible, but you should be aware that the overall needs of the service and levels of staffing required may mean that some requests can not be granted. If you work term-time only you will normally have to take all annual leave during the school holidays.

Our annual leave year runs from 1 January to 31 December. If you start or leave employment part way through a leave year you will be entitled to a proportion of annual leave

A completed month is not restricted to complete calendar months but could, for example, comprise of the 21 of one month to 20 of a subsequent month where you start and finish employment in the same leave year.

You are normally expected to take your full leave entitlement by the end of the leave year, 31 December. It is recognised, however, that for a variety of reasons you may not be able to take your full entitlement, for example if you have been off sick, or set days aside for emergencies but have not used them. In such cases you must seek agreement from your line manager to carry forward the balance of your leave. Normally this will not exceed more than 5 days.

If you are sick during the course of your annual leave you will be able to claim days back for any days covered by a valid medical certificate. These days will be added back onto your leave entitlement to be taken at a later date.

Term Time Working

Over the years there have been a number of different calculations used for employees working term time only. Some calculations have been rounded and others have decimals included, additionally different methods of accounting for holidays have been used. These variations have been standardised under Single Status as follows: -

Full time leave entitlement:-

Less than 5 years service	More than 5 years service	
28 days	33 days	Annual leave entitlement (inclusive of 3 days between Christmas and New Year where taken)
2 days		January 1 + 2
1 day		May Day
1 day		St Andrew's Day
2 days		Christmas and Boxing Day
34 days	39 days	Total full time leave entitlement

Number of days worked per year
= Number of weeks worked x 5

Working days available for full time worker
= 365 – 104 weekend days – 34 or 39 leave entitlement days depending on service

Proportion of leave due for a term time worker
= (Number of days worked / Working days available) x Full time leave entitlement

Total weeks payable for term time worker
= (Proportion of leave due + Number of days worked) / 5 days

Note – the employee may not work 5 days per week, but the above is to calculate the number of weeks pay per year. The pay per week will depend on the number of hours per week rather than the number of days worked per week.

	No of days worked per year	Working days available for full time worker	Proportion of leave for term time worker	Total weeks payable for term time worker
38 Weeks				
Less than 5 years service	190	227	28.46	43.69
Over 5 years service	190	222	33.38	44.68
39 Weeks				
Less than 5 years service	195	227	29.21	44.84
Over 5 years service	195	222	34.26	45.85
40 Weeks				
Less than 5 years service	200	227	29.96	45.99
Over 5 years service	200	222	35.14	47.03
41 Weeks				
Less than 5 years service	205	227	30.70	47.14
Over 5 years service	205	222	36.01	48.20
42 Weeks				
Less than 5 years service	210	227	31.45	48.29
Over 5 years service	210	222	36.89	49.38
43 Weeks				
Less than 5 years service	215	227	32.20	49.44
Over 5 years service	215	222	37.77	50.55

If your contractual hours increase or decrease during the leave year, it will be necessary to recalculate the entitlement to annual leave. This will be carried out by Payroll staff on an annual basis taking account of all changes to contractual hours during the leave year. Any monies due will be paid in the following pay period, similarly, if you have received payment for more leave than you are entitled to, then the recovery of monies due will be processed in the following pay period.

Annual Leave (Teaching)

All teachers and music instructors will accrue paid leave on the basis of 0.2051 of a day for each day worked in the school session. 'Days worked' include any unpaid maternity leave and adoption leave, days of sickness absence and any form of paid leave, except for annual leave. Part time staff will receive a pro rata entitlement.

The leave year runs from 1 September to 31 August each year. The total number of school closure days in each complete school session (August to August) can vary depending on the setting of the annual calendar. There can be no less than 190 working days, 5 in-service or development days and 40 annual leave days, for a full time teacher.

Annual leave will accrue on the basis of 0.2051 of a day for each full day worked, pro-rata for each part day worked, with a maximum of 40 annual leave days in a complete school session.

Any future changes in contracted hours or grade, whether additional hours worked, reduction in hours worked, sabbatical or new start/leaver within the school session, will have an affect on annual leave entitlement and a calculation will be carried out and pay adjusted in the first available pay period.

If you leave service or retire voluntarily at or during the summer holiday period you will continue to be employed and receive full salary for the holiday period provided you were in service on the day prior to the school holiday session and had been in service since the start of the appropriate leave year.

If you are compulsorily retired at age 65 and your 65 birthday falls on the day prior to or during the school summer holiday session you will be entitled to full pay up to the day prior to your birthday and to payment in lieu for the balance of leave up to and including the day prior to the school session resuming, provided you had been in service since the start of the appropriate leave year.

If at the time of leaving the Council you have received more leave than your accrued entitlement, the Council will recover one days pay for each days leave in excess of that entitlement provided the excess has occurred within the same leave year.

If you are certified sick for a continuous period of 8 consecutive days or more, you will accrue compensatory leave of 2 days for every 5 days of designated annual leave which cannot be taken, subject to a maximum credit of 8 such days accruing in any one leave year.

You should normally take this allowance, subject to the needs of the service, during the term in which the return to work takes place.

All Teachers must take 28 days annual leave in any one leave year. Where a Teacher has not been able to take 28 days due to sickness absence then arrangements will be made for this to be taken at the earliest opportunity in agreement with the school. This may include using this accrued leave as part of a phased return.

Part time Employees (Non-Teaching)

You will receive a pro rata entitlement. The days and hours which part time employees' work varies widely, therefore public and fixed holiday entitlement should be calculated and taken in terms of hours.

If your contractual hours change during the leave year, it is your Line Manager's responsibility to recalculate your entitlement to annual leave.

Calculation:

An employee working 17.5 hours per week will be entitled to 21 hours public and fixed holidays per annum (as they have an entitlement to 4 days public Holidays and 2 fixed Holidays and so the hours are pro-rated to the standard week). This is not affected by the number of days worked per week or the pattern of working.

$$\frac{17.5}{5} \times 6 = 21 \text{ hours}$$

If, because of the hours and pattern you work, you are required to take more public holidays than your annual entitlement allows, then you must either:

- take the remainder from your annual leave entitlement, or
- be granted unpaid leave to cover the additional public holidays, or
- work additional hours to make up the excess time off

If you start or finish part way through a year, your public holiday entitlement will be calculated based on the number of public holidays which have fallen/will fall in the period of employment.

For example, if you leave in September there will have been due 2 public holidays and 1 fixed holiday pro rata for the year, that is New Years Day, 2 January and May Day.

Exceptions to the arrangements regarding part-time apply to Home Care Assistants and Term Time Employees. The former because they are paid 1/5th of their normal working week for each public holiday as it arises and the latter because the public holiday entitlements are included in the calculation of annual salary.

Compressed Hours

Within SBC there are employees who have agreed compressed working arrangements where they work their total contractual hours over fewer days. The common arrangements in place are a “four day week” and a “nine day fortnight”. These employees will work longer hours in their working days and therefore this must be taken into account in their annual leave calculations.

Fixed and public holidays are calculated in a similar way to part time employees.

Calculate the basic entitlement. In SBC the number of public and fixed holidays per leave Year for a full-time employee is six days which equates to 42 hours. Add these hours to the annual leave entitlement.

At the beginning of each annual leave year, the employee, with the line manager, works out how many public and fixed holidays fall on days when the member of staff would normally work. Should a public/fixed holiday fall on an employee's normal working day, they should deduct their normal working hours from their total annual leave entitlement.

These calculations do not disadvantage a member of staff working compressed hours. There is no actual loss in the number of days' annual leave or public and fixed holidays received. The calculation is different to ensure that staff working compressed hours receive equivalent entitlements.

Purchase of Annual leave

The [opportunity to purchase annual leave](#) is open to all employees, irrespective of grade and employment status, i.e. full-time, part-time, temporary or permanent.

You may, subject to approval, purchase additional leave to give you additional flexibility in respect of planned time off work. Although there is provision under Special Leave to request unpaid leave, this results in a reduction of pay immediately following the leave period. The Annual Leave Purchase scheme provides you with the opportunity to “buy” up to 20 days additional annual leave in each leave year, January to December (or September to August for Teaching Staff), with deductions from pay spread over 6 or 12 months, 26 or 52 weeks

Pension contributions would be made prior to any deduction from wages/salary; therefore your pension entitlements would be unaffected.

Approval of any additional annual leave purchase is subject to the operational requirements of the service.

To qualify to make an application to purchase additional annual leave you must have sufficient time remaining to repay the amount owed, for example at least 7 months/30 weeks service remaining on your contract at the time of approval if you want to repay over 6 months/26 weeks and 13 months/56 weeks if you want to repay over 12 months/52 weeks. You may make an application at any time of the leave year by completing an application form.

Your Line Manager will consider the application fully, taking into account the implications of the request and will normally respond within 15 working days of receipt. If your application is refused you will be given the reasons. You would then have a right of appeal to your Head of Service, (Director/Chief Executive in case of Chief Officers) and his/her decision will be final.

If you purchase annual leave your salary/wage will be reduced by the equivalent value of the number of days purchased. You can opt for your salary/wage to be reduced over a 6 month/26 week or 12 month/52 week period.

Public and Fixed Holidays

Employees are entitled to 4 public holidays per year, i.e. Christmas Day, Boxing Day, New Year's Day and 2 January.

Where staff are required to work on any of these days a single enhanced rate of additional double time will apply or additional single time plus another day off.

Employees are entitled to 2 fixed holidays, normally to be taken on the following days:

- May Day
- St Andrews Day

Where staff are required to work on these days an alternative day off will be given or additional single time paid.

If you are absent through sickness on a public or fixed holiday you will receive the sickness allowance due for that day. You will not be entitled to a day off in lieu.

Entitlements to public and fixed holidays will be pro-rata for part time staff.

ATTENDANCE MANAGEMENT

Our commitment to providing good quality services which provide value for money requires efficiency and effectiveness. We need a high level of employee attendance to ensure we are productive and we therefore have an attendance management programme, which is designed to provide effective support to you when you are ill and to improve all attendance levels across the Council.

Your responsibilities regarding reporting sickness absence are to be found in the previous section.

If you are off sick for a long period, for example more than 4 weeks, you may be referred to Occupational Health so that we can obtain independent advice and guidance in order to fully consider the position which may include facilitating a return to work.

Long term absence is approached differently and there are a range of options to explore which would include, changing aspects of your job, either in content or duration, looking for alternative employment with the Council or early retirement on the grounds of ill health. In some cases consideration may have to be given to terminating a contract, with appropriate notice on the grounds of capability.

If you have frequent short-term absence or there appears to be patterns to your absence your manager will want to discuss this with you in order to seek an improvement in attendance. There are guidelines available to both you and your manager in the approach that will be taken. If attendance levels are not maintained at a satisfactory level then [Attendance Management](#) procedures may be instigated which could ultimately lead to dismissal. All possible support will be given however before reaching such a decision.

We are committed to supporting employees with disabilities and whilst a disability does not usually result in more frequent absence, if you either have or develop a disability we will make all possible efforts to retain you in employment.

BAD WEATHER/EMERGENCY SITUATION

The decision to close offices/schools or allow an early finish for employees will be decided by the Chief Executive in consultation with Engineering and Infrastructure and/or Emergency Planning staff. Where the workplace is open employees should make every effort to report for work at the recognised start time, but if they are late or cannot reach work they must telephone as soon as possible to explain the situation. Further details are given in the [Emergency Situations guidance](#).

BENEFITS

The Council neither encourage nor discourage you from taking up such products and would advise you to ensure that the product is right for you before entering into any arrangement or agreement.

• Capital Credit Union

As an employee of Scottish Borders Council you can join your local credit union and save direct from your salary.

A credit union is a not-for-profit financial co-operative whose members save a minimum amount each month and can borrow from pooled deposits at low interest rates.

Capital Credit Union members can save, borrow, have online access - even take out a mortgage with Capital. However, unlike banks, credit unions are not-for-profit. That means they're completely owned by members, with no external shareholders.

You can join, borrow and register for online access at capitalcreditunion.com.

• Evening Class Discounts

Discounts are available on many Evening Class programmes. Posters are usually distributed at the beginning of college terms listing the available classes.

Leisure and Certificate classes, except those which have a value of over £134.00, are offered at half price. In order to obtain the discount you must obtain a voucher from the Training and Development section of Human Resources (HR).

You may book a place on an evening class at any of the campuses - Galashiels, Hawick and Newtown St Boswells. Early booking is recommended as places are available on a "first come - first served" basis. A voucher does not give an automatic right to enrol for a class.

For further details please contact the Training and Development section in HQ by e-mail training@scotborders.gov.uk , phone 01835 824000 ext. 5691 or call in person.

• Simplyhealth

The Simplyhealth provides tax free cash payments to assist with a wide range of healthcare costs. Cash towards glasses or contact lenses, cash towards dental bills, even cash back for acupuncture. If you do fall ill you have the choice of using the NHS or going private. Even if you stay free of charge at an NHS hospital, Simplyhealth still pays you cash. This can help compensate for loss of earnings while you are in hospital. There are four levels of cover to choose from, you simply decide which suits you and make just one regular payment. Application forms are available from the Payroll Section at Council HQ or you can call Simplyhealth on 0800 731 3486 and join over the phone.

• Payroll Giving

The Payroll Giving scheme enables you to make donations to any charity or charities, church or charitable associations. The donation is deducted from pay before tax meaning that, at a tax rate of 20%, a donation of £10 will cost you £8.00. At the 40% rate of tax, your cost would be £6.00.

Sharing the Caring is a charity owned trading company (a wholly owned subsidiary of Help the Aged) working on behalf of many charities worldwide. You can use Sharing the Caring to donate to any charity. Mandate forms are available from the Payroll Section at Council HQ, phone 01835 824000 ext. 5311 or for more information visit the websites: www.sharingthecaring.co.uk/ or <http://www.payrollgiving.co.uk/>

CHILDCARE VOUCHERS

A Childcare Voucher scheme is available to qualifying employees. To qualify you must have a minimum of 12 months service remaining on your contract and your salary must not fall below the national minimum wage after the deduction of the childcare costs.

The scheme allows a saving against the cost of usual child care, provided that the child carer is registered with The Care Commission. Computershare Voucher Services operates the scheme on our behalf.

You can opt to pay up to £55 per week (£243 per month) towards the cost of your childcare via the payroll which will allow you to save the Income Tax and National Insurance you would normally pay on that amount, without it affecting your pensionable earnings. For parents joining from 6 April 2011, the amount is restricted for higher or additional rate tax payers.

The scheme can accept both regular and irregular childcare costs such as holiday childcare. Childcare vouchers are non-refundable and can only be used to pay for childcare – they cannot be exchanged for cash. The only exception to this rule is where an employee has cancelled their childcare voucher and due to time constraints, Scottish Borders Council have not been notified by the provider in time to stop the deduction. We will therefore allow the facility of one month refund only.

It is the responsibility of the employee to manage their account and reduce or increase their month deduction depending on their childcare needs.

If you want further information you can contact Computershare Voucher Services direct on their phone helpline 03450021111* or visit www.computersharevoucherservices.com. Please have your payslip to hand when you call. (*cost is no more than national rate calls to 01 and 02 numbers and are often part of phone package inclusive minutes)

If you order online you will need the Scheme ID which is:

16516650 for Scottish Border Council

21637035 for SB Cares

Computershare Voucher Services will also be able to advise on implications on any other benefits you may receive such as tax credits etc. Whilst the scheme will prove to be advantageous for most people there may be adverse implications for some, therefore we would encourage you seek advice from Computershare Voucher Services.

Scottish Borders Council recognises that the effective delivery of services is dependent on acceptable standards of conduct and performance of all employees. The Council acknowledges its responsibilities as an employer to determine appropriate standards of conduct and performance and to make employees aware of these standards. Employees also have a responsibility to familiarise themselves with the rules and procedures relating to their employment and to maintain acceptable standards of conduct and performance.

Standards expected of you and of the Council are outlined in:

- Terms and conditions of employment
- Induction process
- Departmental/service instructions and procedures
- HR Policies and Procedures
- Health & Safety Policies and Procedures
- Scottish Borders Council Code of Conduct for Employees
Professional Codes of Conduct (for example General Teaching Council for Scotland Code of Competence and Code of Practice for Social Service Workers)
- Financial Regulations
- Scheme of Delegation
- Policy on the Use of e-mail and the Internet
- Data Protection Act Code of Practice

Clearly there may be occasions when any employee does not meet acceptable standards. Minor and non-recurring issues will be dealt with by the appropriate manager through support, advice, guidance, counselling and/or training, with an emphasis on improving standards and learning from mistakes, rather than apportioning blame. Despite this, there may be occasions when formal disciplinary action is required.

The [Disciplinary Procedure](#) provides a framework to ensure that any action is taken in a fair and consistent manner whilst recognising that each case must be treated on its merits taking account of individual circumstances.

No disciplinary hearing or disciplinary action will be taken against you until there has been a thorough investigation. As part of any formal investigatory interview, you will have the opportunity to be accompanied by a Trade Union Representative or other person of your choice where your behaviour or conduct is under investigation. Whilst they can address the meeting, they cannot answer questions on your behalf.

At any disciplinary hearing you will have the right to be represented by a Trade Union representative or other person of your choice. A member of staff should accompany the Chairperson of the disciplinary hearing to provide assistance, in particular, by taking brief notes. In more complex cases, the Chairperson must be accompanied by a member of HR, who will provide professional advice and take brief notes. Where appropriate a Legal adviser may also be required. You will have a right of appeal against any formal disciplinary action taken against you.

Examples of what the Council considers to be misconduct and gross misconduct are given in the Disciplinary Procedure.

PROTECTING VULNERABLE GROUPS AND DISCLOSURE

The PVG Scheme ensures that those who either have regular contact with vulnerable groups through the workplace, or who are otherwise in regulated work, do not have a history of inappropriate behaviour. It excludes people who are known to be unsuitable, on the basis of past behaviour, from working with children and/or protected adults, and detects those who become unsuitable while in the workplace. Such individuals are now included on the “children’s list”, the “adults list” or both.

In order to protect young and adult people at risk Scottish Borders Council is required to undertake checks for the following individuals:

- Employees: Current staff and candidates who have been recommended for specified types of posts i.e. posts working with vulnerable groups (children or protected adults).
- Other people: Volunteers working with vulnerable groups, Foster Parents, prospective adopters, Children’s Hearing members, Host Parents, Elected Members who sit on certain committees

Certain other specified positions also require checks to be undertaken.

Legislation makes it an offence for the council to offer employment or to continue to employ someone who has been found to be unsuitable to work with children or protected adults. Undertaking PVG Disclosure checks ensures that we comply with this legislation, including:

Under the PVG Scheme there are:

- PVG Scheme Records (and subsequent Scheme Update Records)
- Personal Membership Statement

Under the Police Act there are:

- Enhanced disclosure certificate
- Standard disclosure certificates
- Basic disclosure certificates

The checks are carried out through Disclosure Scotland (see [see PVG Recruitment Guidelines for further information](#)).

If you work in an area where PVG membership or Disclosure check is necessary, and at anytime during your employment you are involved in any incident, however minor, within the workplace or out with the workplace, which may call into question your suitability to work with children, vulnerable adults, or in a specified position (such as Finance or Legal Services), you must report it to your line manager immediately. If you are in any doubt you must speak to your manager for guidance.

ENVIRONMENTAL POLICY

The Council’s Environmental Policy takes into account the diverse nature of potential environmental impacts our activities may have on the environment.

The Council is committed to:

- Complying with any relevant environmental legislation, and other applicable regulations and codes of conduct;
- A policy of continuous improvement in the prevention of pollution to air, land and water and to the consumption of resources;

- Achieving continuous improvement through setting of environmental objectives and targets through a process of review;
- Documenting, implementing, maintaining and communicating our environmental policy to all employees and making this available to all other stakeholders

Under the Council's Environmental Action Plan which was approved in November 2004 a 'Green Team', made up of enthusiastic and committed staff representing each of the Council's Services, has been established. This Team consists of employees interested in environmental issues and committed to helping to improve the Council's environmental performance. They each help to ensure that the Council's Green Office Action Plan is put into effect, by concentrating on actions around waste, energy, water use and communication.

The team's remit includes tasks such as:

- being responsible for ensuring that lights and other electrical equipment are turned off at night and weekends
- encouraging staff to use double-sided printing and photocopying facilities
- becoming involved in carrying out Council internal waste audits by monitoring the amount of paper, card, plastic, etc, which is disposed of by Services, and ensuring as far as is practically possible that waste minimisation guidelines are followed by all staff
- the Green Team is responsible for the development of a programme of regular Green information points which will be included within the staff newsletter SB Scene, and on the Council's intranet and Corporate website.

Another green action is the electronic payslip. You can access your Payslip through Resourcelink Online rather than paper version.

EQUAL OPPORTUNITIES AND DISABILITY

Scottish Borders Council views the Scottish Borders as a place where everyone matters, where everyone should have equal opportunities and where everyone should be treated fairly and with dignity and respect. We aim positively to promote diversity and equality of opportunity for both our communities within the Scottish Borders and employees.

The Council is totally committed to the prevention of unlawful and unfair discrimination, harassment or victimisation on the grounds of race, sex, disability, sexual orientation, religion or belief, gender reassignment, marriage and civil partnership, or pregnancy and maternity and will not discriminate arbitrarily on the grounds of age. We will endeavour to ensure that our services are accessible to everyone and meet the needs of all who live, work in, or visit the Scottish Borders and we will continue to work with our communities and employees to ensure that we can achieve this.

The principle of equality of opportunity is fundamental to the development and implementation of all relevant Council policies and procedures and we wish to be free of discrimination as an employer and in service delivery and contracting.

We have an [Equality, Diversity and Human Rights](#) Policy which applies to recruitment and selection, training, promotion, transfer, facilities, benefits, terms and conditions of service and all other employment issues. In addition we have a Reasonable Adjustment Policy. This Policy creates a framework for collaborative dialogue between employees with a disability, their line Manager and where appropriate specialist external agencies in order to ensure that where relevant employees can be effectively supported in their employment and that the Council can fulfil its statutory obligations.

Any acts of unfair discrimination, victimisation or harassment are unacceptable and any such act by an employee will be viewed as serious offences in terms of our disciplinary procedure. You have responsibility for your own behaviour and must treat everyone with dignity and respect. In return you should expect to be treated in the same way.

We have obtained the Department of Work and Pensions (DWP) Disability Confident Accreditation - Employer level. The accreditation is a testament of our approach to ensuring that within the employment context we attract, retain and develop people who have a disability.

The Disability Confident logo is displayed on the Council's job adverts, application forms and other relevant stationery as appropriate. Using the logo gives a clear message to people with disabilities that we will recognise and make the most of their abilities.



If you are disabled and meet the essential criteria as advertised in a job vacancy you may, if you choose, elect to have a guaranteed interview for a post. Selection thereafter is made on merit.

If you become disabled during employment every effort will be made to enable you stay in employment. Taking into account independent medical advice and your own views we will consider all possible options such as adjustments to work tasks, retraining, redeployment, and different hours/location.

FAMILY-FRIENDLY WORKING at SBC

We try to support working parents/guardians in a number of ways and this section is designed to give you easy access to information which we hope you will find useful.

The link to our [policies](#) relates particularly to working employees with children or those who are planning a family. We emphasise that the policies are available to all employees (except Maternity Leave which is available to female employees only) and that some options, eg flexible working, will need manager approval.

Entitlements:

- Maternity Leave
- Adoption Leave
- Paternity Leave
- Special Leave
- Parental Leave

Flexible Working Options:

- Policy & Procedures on Flexible Working
- Job Share Scheme
- Homeworking
- Flexi Time Scheme

FIRST AID

You must ensure that you know who the First Aiders are in your work area, how to contact them, and the location of the first aid equipment. See your First Aid notice for details.

You must not give first aid to others unless you are qualified to do so. In the event of a colleague becoming ill at work, contact a First Aider.

In an emergency, contact 999 and ask for an ambulance to attend and give them instructions on where to go.

FIRE

Your Line Manager will make you aware of the fire safety arrangements for your place of work. Please make sure you know what the alarm sounds like and a number of safe ways to get out of the building to the assembly point. If you go to other buildings you should find out what the emergency arrangements are for that building. This can be found on the “fire action notices”.

If you feel that you would need any help in an emergency then tell your Line Manager who will arrange help for you.

FLEXIBLE WORKING

Under the Flexible Working Regulations employees, who meet the eligibility criteria, have a statutory right to request flexible working. To make an application you must have:

- 26 weeks continuous service at the time of application
- a child under the age of 16 or a disabled child under the age of 18, or
- expect to have parental responsibility for the child

(This includes biological parents, legal guardians, adoptive and foster parents and partners of these including same sex partners as long as you have parental responsibilities)

An application can cover:

- Hours of work
- Weeks of work
- Times of work
- Place of work (home or office/workplace)

You must make any application in writing using the [Flexible Working](#) Application form. You must have carefully considered the impact of the changes you propose including:

- which working pattern will best suit caring for the child
- financial implications, if your salary reduces
- how work is affected and how these changes might be accommodated

Although you may subsequently withdraw your application you should be aware that you will not be able to make a further application within the next 12 months.

The above information relates to the right to request flexible working however any employee may wish to make such a request for any reason. If you wish to make a request to change your working hours, place of work or pattern of work you should speak to your line manager even if you do not meet the stated criteria.

FLEXI TIME SCHEME

The main purpose of the [Flexi time scheme](#) is to provide a more flexible system of attendance for employees, on a discretionary basis, as long as there is no adverse effect on overall efficiency or service delivery.

In principle, the scheme is open to all employees whether they are full-time or part-time, though the operation of the scheme is likely to be impractical for employees on shifts or on squad work and may be problematic in other areas such as public offices where there are limited staff resources.

The application of the scheme is therefore at the discretion of the Head of Service (or nominated officer). Similarly, your participation in the scheme is voluntary and you can opt not to participate and remain on standard hours, if you wish.

If you do choose to participate, the hours you work must be recorded on a daily basis and totalled both weekly and 4 weekly. You can accumulate hours and carry forward a maximum of 14 hours excess time, or 7 hours deficit, to the following accounting period. You can take off up to 2 days in each accounting period which you must agree with your manager in advance. Flexi-leave will be granted subject to the needs of the service being provided by your department.

The normal working day will consist of a band width of 7am to 7pm. This period is split into core times (which must be worked) and flexible bands where you may vary your hours in agreement by your line manager. The normal core times are 10:00 to 12:00 noon and 14:00 to 15:00. A daily lunch break of at least 20 minutes must be taken.

If you have any queries relating to the operation of flexi time in your work area please speak to your line manager.

FREEDOM OF INFORMATION

The Freedom of Information (Scotland) Act 2002 (FOISA) took effect on 1 January 2005 and gives a general right of access to all types of recorded information held by the Council. The Council has a Publication Scheme which gives details of the type of information the Council makes available as a matter of course. If information is included in the Publication Scheme, then this is exempt from FOISA.

Freedom of Information (Fol) Co-ordinators have been nominated within each Department of the Council, and in some areas, within Services, to provide staff with help.

If you receive a request for information, either in written, electronic or verbal form and the information is available and normally given out, e.g. leaflet, application note, guidance note etc then this type of information should be handled as in the normal course of business. If it is contained in the Council's Publication Scheme, then we should simply release the information, charging any stated fee (if applicable). We are not required to record details of any such request.

If the information is not contained within the Publication Scheme, not normally available, or not normally released, then we should ask the person to put their request in writing either by letter or e-mail. This request can take any form but "Form A – Request for Information" (available on the Intranet or from your Service FOI Co-ordinator) can be used. This type of request is now covered by FOISA and should in the first instance be passed to the Access to Information Officer, Corporate Communications, Chief Executive's Department, Council HQ, Newtown St. Boswells TD6 0SA.

There are several exemptions where information may not need to be disclosed. Please see the Intranet for more detail.

You should bear in mind that some people may require extra help in formulating requests for example if they may have a disability or may in fact be non-English speaking. Please seek guidance from the Access to Information Officer or Department/Service FOI Co-ordinator on how best to deal with these situations.

If at any point you are unsure what to do, you should contact the Access to Information Officer or your Departmental/Service FOI Co-ordinator at the earliest opportunity. If you are in any further doubt, you should contact your Line Manager.

The Council has 20 working days to respond to requests under FOISA. In this time we have to find, retrieve, co-ordinate and release the information. It is therefore important to deal with requests as quickly as possible.

We are obliged to assist applicants in framing their requests so that they are able to obtain the information they require. The Council can also ask any applicant for clarification of a request and the timescale for any such request will not start running until they have responded. An applicant is not obliged to tell us why they are requesting the information. If the information requested is available on the Council's website or through the Publication Scheme, we must inform the applicant as soon as possible.

The applicant also has a right of appeal to the Council and the Scottish Information Commissioner if they are unhappy either with the information supplied or by a refusal to supply the information requested.

DIGNITY AND RESPECT IN THE WORKPLACE

Scottish Borders Council (the Council) is committed to encouraging and maintaining good employee relations within a working environment which fosters team working and encourages employees to give of their best. Everyone in the Council and those who have dealings with the Council has a responsibility to maintain good working relationships and not use words or deeds that may harm the wellbeing of others. In addition to the obligations placed upon both employers and employees by the Equality and Human Rights legislation, everyone has the right to be treated with consideration, fairness, dignity and respect. This contributes to a workplace environment in which individuals feel safe and can work effectively, competently and confidently.

The Council has a “zero tolerance” policy and will investigate vigorously any allegations of bullying, harassment, discrimination, victimisation or unacceptable (referred to from this point forward as bullying and harassment) behaviour towards an individual or group, regardless of whether the matter has been raised formally or informally.

The Council fully recognises that bullying and harassment is a serious offence which may cause fear, stress and anxiety and be detrimental to the health, safety and the well-being of employees and interfere with work effectiveness. It is also recognised that some employees may be unaware of the effect their behaviour has on others and that the most productive way to resolve such issues is to facilitate mediation between the parties involved.

The Council is also aware that the cases of bullying and harassment can involve difficult and sensitive circumstances, e.g. where the bully or harasser is an employee's line manager or a very senior officer. Consequently, it undertakes to deal with cases involving harassment promptly, sensitively and confidentially. At all stages the wishes of the employee(s) involved will be taken into account.

Some cases of harassment may be unlawful and require the involvement of external authorities (e.g. the Police). A balance will therefore require to be struck between the need to preserve confidentiality and the need for investigation and effective action.

The full policy on Dignity and Respect in the Workplace [can be accessed here](#).

GUIDELINES ON CONDUCTING INVESTIGATIONS

The [Guidelines on Conducting Investigations](#) Policy should be used when investigating either internal disciplinary investigations or complaints of grievance and should therefore be read in conjunction with the relevant disciplinary or grievance procedure.

The guidelines provide a brief framework within which to work and are neither intended to be entirely definitive nor provide specific legal or professional advice.

Some incidents may need to be investigated by those who have legal/regulatory/policy responsibilities and particular obligations to meet, for example Internal Audit or Social Work. In these cases the appropriate investigative processes/requirements may have to take precedence.

The purpose of investigations is to establish facts in order to answer the question whether or not the employee has a case to answer. The investigators' role is to gather evidence concerning the specific allegations. The evidence collected may or may not support the allegations, and it is not the role of the investigators to 'build a case' against an employee.

What must be made clear to those under investigation is that the investigation, whilst forming part of either the disciplinary or grievance process, does not amount to disciplinary action in itself. Any

formal disciplinary action must only be determined within a formal disciplinary hearing and a hearing should not be held until there has been an investigation.

In cases of misconduct the law is quite clear that the employer may be deemed to have acted unreasonably if the allegation/complaint is not investigated fully and fairly and the employee has not had the opportunity to state his/her defence and offer explanation or mitigation. In conducting investigations the employer must act reasonably and avoid doing anything which may lead to accusations on bias or discrimination.

HEALTH IMPROVEMENT

The Council is committed to Scotland's Health at Work Scheme (SHAW) a national programme which helps us focus on improving the health of our workforce.

The programme brings benefits to us both by helping create a healthier, more motivated workforce and reducing sickness absence.

We offer a series of activities and events, which encourage you to take greater responsibility for your own health and wellbeing. These are provided at lunchtimes and after work.

Opportunities exist for:

- physical activity (including such things as swimming, cycling, badminton, walking, yoga and sailing)
- stress reduction (including workshops in relaxation techniques, massage, reflexology)
- information on health topics (such as smoking)

More information can be obtained from the Council's intranet or direct from the Council's Health Improvement Officer at Council HQ, telephone 01835 824000 Ext: 5393.

INCREMENTAL PROGRESSION

Incremental Progression (Non Teaching)

The core grading structure includes increments for all grades. Every employee shall have the right to incremental progression to the top scale point of their grade, subject to satisfactory performance.

Employees who were appointed on a single point scale shall acquire the right to incremental progression from 1st April 2014.

Incremental progression shall occur every two years on the increment date until the employee has reached the top scale point of their grade.

An employee shall only be entitled to an increment on the increment date if they have performed at a satisfactory level during the two years prior to the increment date.

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Incremental Progression (Teaching)

All teachers on the Main Grade Scale are entitled to a salary increment at August 1 providing they have 26 weeks of qualifying service in the previous year of salary.

A week of teaching service comprises any week in which a teacher is employed, as a teacher, by a council regardless of the number of hours worked. This includes periods of annual leave, public

holidays, sickness absence, maternity leave or other special leave but excludes probationary service.

INTELLECTUAL PROPERTY AND COPYRIGHT

In the course of your work you may be asked to research and produce reports on a variety of topics. You may need advice about copyright if you are:

- Quoting from books, magazines, reports or papers
- Making use of photographs to illustrate other materials
- Making photocopies of documents
- Reproducing drawings or diagrams
- Re-writing existing copy
- Making reference to any copyright work
- Reporting on lectures, presentations
- Writing about or commenting on the intellectual property of others
- Downloading original material from the Internet in order to reproduce, broadcast or re-publish the content (internet material is not necessarily free from copyright)

If you do obtain specific rights to use material ensure that you only use the material for the purposes for which you have obtained those rights and observe the moral rights of the 'author' of the copyright and, in particular, his/her right to be identified as such if they wish. The preceding list is not exhaustive. Please make sure that you:

Do	Don't
Check whether the material is subject to copyright. It may be marked with the copyright symbol (©), which would suggest that the owner has asserted copyright. However, this does not have to be the case and copyright can and often does exist without there being any reference to that fact.	Make copies of, broadcast, plagiarise, use, amend or alter any material which you know is subject to copyright or which you suspect may be subject to copyright, unless you have obtained specific rights to the use of the material

If you are in any doubt please ask your line manager in the first instance or contact the Corporate Communications Team on 01835 826601.

INTERNET USAGE

Internet access will be provided to you if there is a justified business case for it. This will allow you to access resources and information which assists or is essential in performing your duties on behalf of the Council.

The internet is a vast resource pool and if you are given internet access you should familiarise yourself with IT section's Policy & Guidelines not only to ensure you maximise its effectiveness but also to ensure you abide by the protocols the Council has in place. In short, if you use the internet you should ensure that you:

Do	Don't
<ul style="list-style-type: none"> ♦ use it for legitimate Council business ♦ access resources and information which assists or is essential in performing duties on behalf of the Council ♦ access from a networked PC, through the protected 'gateway' managed by BTS. ♦ only access information and/or files to which you have authorized permission or which have been 	<ul style="list-style-type: none"> ♦ post messages that may be construed as disparaging, harassing or defamatory ♦ download or upload unauthorized software, data and/or files ♦ distribute copyrighted materials without proper authorization from / payment to the owner of the intellectual property rights to that material ♦ access, display or disseminate pornographic or

<p>advised elsewhere in this document as being acceptable to download</p> <ul style="list-style-type: none"> ♦ use it within the law and within the legal parameters laid down by Acts of Parliament relating to electronic information, computer systems, copyright and data protection 	<p>other illegal and inappropriate materials</p> <ul style="list-style-type: none"> ♦ conduct business transactions, purchase, book or register for any service without the consent of Line Management and the Head of I.T. ♦ represent yourself as someone else, or mislead by knowingly or unwittingly creating a false record ♦ knowingly or willfully spread computer viruses
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JOB SHARING SCHEME

You may apply for any post on a job share basis or if you hold a full time post you may apply to your line manager to work on a job share basis. Your application will be considered unless the post is deemed unsuitable for sharing. If approved job sharing will be dependant on a suitable job sharer being appointed.

Where job sharing exists and one sharer resigns, the full-time post will be offered in the first instance to the remaining sharer. Should the other sharer not wish to work full-time the vacant hours will be advertised in the normal way in order to attract a suitable new sharer. Should this not be possible the post will revert to full-time and every attempt will be made to redeploy the remaining sharer in an alternative post. In the last resort it may be necessary to terminate the remaining job share contract.

You should note that as the [job share scheme](#) is intended to promote improved opportunities for individuals who are unable to work on a full-time basis, job sharers must not normally share more than one post at any one time.

Hours may be split between sharers in any workable proportion as the long as total hours are equal to and cover the full time working hours of the post. Pay, holidays etc. will be pro-rata to the number of hours worked and where applicable, flexi-time will also be pro-rata.

LIFE ASSURANCE SCHEME

Scottish Borders Council operates a Staff Group Life Assurance Scheme at no cost to you. The scheme provides benefits for your dependants should you die in service. The scheme is open to all employees aged 16-65, including part time and temporary employees.

In the event of your death a lump sum equivalent to the final year's contractual remuneration is payable. If you were to be on sick leave, maternity leave, special leave, secondment or otherwise temporarily absent from work during the preceding year the Council has the discretion to adjust the final remuneration to reflect that which you would have normally received.

All benefits paid are at the discretion of the Council in such shares to one or more people, for example your spouse, partner, children, dependants or executors. You may nominate beneficiaries to whom you would wish any benefits to be paid. The Council will take this wish into account although will not be bound by it.

LONG SERVICE AWARDS

Long Service and employees' contribution to the Council is recognised during employment with certificates being awarded after 15 years of service and thereafter at five yearly intervals.

After 25 years of service, in addition to the certificate, a one-off award of a gift equivalent to or as close to the value of £100 will be made. You will be invited to choose your gift from a selection

including carriage clock, vase, pen and high street vouchers. (The selection of gifts may change due to availability).

All certificates and gifts will be presented at ceremonies which will be held twice a year in March and September and an invitation to attend the ceremony will be sent out to you when you attain one of the agreed levels of service.

MATERNITY/ADOPTION/PATERNITY SUPPORT LEAVE AND PAY

If you become pregnant you are encouraged to discuss any potential health and safety issues regarding your work with your line manager. Your line manager will conduct a risk assessment not only during your pregnancy but also, in the event that you return to work, in the period after childbirth and during any period you breastfeed your baby. If you work nights you have a right to be transferred to daytime work if medically advised to do so.

You have a right to reasonable time off work, with pay, for antenatal care provided that you show evidence of your appointment to your line manager. This right is irrespective of length of service or hours of work.

All employees, regardless of their length of service or the hours they work, will be entitled to take up to 52 weeks maternity leave which is made up of 26 weeks Ordinary Maternity Leave and 26 weeks Additional Maternity Leave.

Adoption leave is available to all employees who are adopting a child on their own or for one member of a couple who are adopting together. The nominated 'adopter' regardless of their length of service or the hours they work, will be entitled to take up to 52 weeks Adoption Leave.

Depending on qualifying conditions, you may be entitled to receive Statutory Maternity/Adoption Pay and Occupational Maternity/Adoption Pay or apply for Maternity Allowance, please see Maternity/Adoption Entitlements HR Policy, Procedures and Guidelines. There are two different schemes, one for Teaching Staff and one for Non Teaching Staff.

All your maternity/adoption leave will be regarded as continuous service and whilst you are on maternity/adoption leave you will encouraged to look at the website: www.myjobscotland.gov.uk and maintain the opportunity to apply for any jobs which may be of interest to you.

The entitlements regarding maternity/adoption pay are complex, so please refer to HR [Maternity-Adoption-Paternity Policy](#), Procedures and Guidelines. The application form for leave is also included there.

Paternity Support Leave of one week with normal pay will be granted to the spouse or partner or nominated carer of an expectant mother or an adopter (the person taking the adoption leave) at or around the time of birth or placement.

Fathers or partners of an expectant mother or adopter who have 26 weeks' continuous service at the start of the 15th week before the baby is due or in the case of adoption the notification week, are entitled to an additional one week's Statutory Paternity Leave, which is paid at the current rate of Statutory Paternity Pay only. Please see the Paternity Support Leave Entitlements which includes the application form.

MISUSE OF ALCOHOL, DRUGS AND RELATED SUBSTANCES

We accept that the [misuse of alcohol, drugs or related substances](#) can result from health problems which require treatment and the Council undertakes to act fairly in dealing with such cases which affect your ability to work.

If you suspect or know that you have an alcohol or drug related problem you are encouraged to seek help and treatment voluntarily from your G.P. or appropriate agency. The Council will make every effort to support you in obtaining treatment on the understanding that:

- cases will be treated confidentially by us
- any reasonable absence necessary for you to receive treatment will be granted under the sick leave scheme and you will therefore be entitled to the normal sick pay benefits, provided you co-operate fully
- every effort will be made to ensure that after treatment you are able to return to the same job unless to do so would be inappropriate for either health and safety or other reasons and in these circumstances redeployment will be actively pursued

Confidential advice and support is available from HR staff regarding alcohol or drug related problems.

NO SMOKING POLICY

With the widespread recognition that smoking and passive smoking can damage health and the changed attitudes towards the acceptability of smoking in the workplace and public places, we have operated a total ban on smoking in all our premises and in all our vehicles for some time. The ban covers the areas in and around the main entrances of our premises, and further details can be found in the [No Smoking Policy](#).

Under legislation in Scotland effective from March 2006 it is unlawful to smoke in no smoking premises. Failure to comply with the law is an offence and individuals are liable to fixed penalty fines. Additionally the legislation makes it an offence if a manager allows others to smoke in non smoking premises or fails to display warning notices in no-smoking premises. This includes customers and visitors.

There is only one exception within the Council to this no-smoking ban. This is for residents of our residential homes for older people who will be allowed to smoke in designated 'smoking areas' as this is their home.

The Council will provide you with advice and support if you wish to stop smoking. If you are interested please contact either HR or the Health Improvement Officer for further information on either Nicotine Replacement Therapy or Smoking Cessation Groups.

OCCUPATIONAL HEALTH

The Council has arrangements with P.A.M. for the provision of an occupational health service. Referrals are done on line via the Intranet, normally by your line manager or HR. The service provides statutory occupational health monitoring relevant to your work.

There is also a confidential Employee Helpline (freephone 0800 882 4102) provided by PAM Assist which includes telephone and face to face counselling for employees. The PAM Assist website is www.pamassist.co.uk and the log in details are:

Username: Borders
Password: Council

If you have any questions or concerns please contact askhr@scotborders.gov.uk.

ORGANISATIONAL CHANGE

Organisational change can result in new organisational structures being put in place in departments. As a result, posts will need to be filled in the new structures and, wherever possible, employees will transfer from the old structure to the new one. The aim of the [Managing Employee Transfer procedures](#) is to ensure that the process is managed in a fair and consistent way. Scottish Borders Council is committed to safeguarding the employment of employees.

The Transfer procedures should be read in conjunction with the following policies:

- Retention and Redeployment Policy
- Redundancy Policy

PARKING

As Scottish Borders Council operates from many locations it is impossible to detail all the local parking arrangements. Please ask your line manager about parking arrangements in your area.

There are various designated parking areas around the Council HQ building at Newtown St Boswells. The Council now operates a permit parking system in the car parks on the same side of the road as the main building. Please check signs for where you may and may not park.

Chief Officers have numbered bays and Councillor parking is marked in the Bowden Road car park. Staff who are designated as business users, or who car share, may be eligible for a parking permit which allows access to the large car park at HQ, however this does not guarantee a parking space. Ask your line manager if you believe you are required to use your vehicle for business. The visitors parking area is for visitors only, ie non-Council personnel.

All other staff are required to park in the public car parks over the road from the main HQ building. If there is insufficient space in those car parks and you have to park in the adjacent streets please park in such a way as to cause minimum disruption to residents. Please refrain from parking on the frontage to the building.

PAY AND CONDITIONS OF EMPLOYMENT

Deductions from Pay

The following deductions will be made from your pay at an appropriate rate and only if necessary:

- National Insurance contributions
- PAYE (Income Tax)
- Pension Contributions
- Deductions permitted by the Council which you personally authorise
- Deductions required by or under a Statute including any attachment of earnings

If you have any questions about your pay you should take them up with your line manager in the first instance.

Business Travel Time (Non Teaching staff)

Where an employee has to undertake business travel as part of their normal working day, for example between work locations/clients, the time will be counted as part of their working hours and therefore paid. This includes Home Care Assistants, with the exception of the journey from home to the first client of the working day or normal base, and from the last client of the working day or normal base to home and any return journeys during lunch breaks (i.e. a maximum of four journeys in any one day will be discounted). Additionally, no mileage will be reimbursed for the first and last such journeys of each day (i.e. a maximum of two journeys in any one day).

Mileage Claims

You may claim actual business mileage for all necessary journeys made in the course of your duties between work locations. Please use this link to the [HR Policies and Procedures Guidelines](#) for more detailed information under the following headings:-

- Section 1 – On-line Mileage and Expenses Claims
- Section 2 – Employee Mileage Claims (excluding Home Care)
- Section 3 – Home Care Staff Mileage Claims
- Section 4 – Producing VAT Receipts When Claiming Mileage
- Section 5 – Claim Forms

When making a claim you must complete the appropriate mileage claim form ensuring that fuel receipts are submitted with the form. You may also claim for associated expenses such as parking, attaching receipts. If you incur expenses for meals and/or accommodation while on official duties away from your normal place of work you will be reimbursed reasonable expenditure on production of receipts.

If you are travelling on a long journey you should consider whether it would be more cost effective to use public transport, for example, train or plane. Arrangements should be agreed in advance with your line manager.

If it is necessary for you to travel on Council business by car, the Council controls a fleet of pool cars. These should be used wherever possible. These vehicles are insured for business use.

Where either no Council vehicle is available, or it is not convenient to use one, and you volunteer to use your own private vehicle you must hold a valid driving licence.

It is your responsibility to ensure the current insurer of your vehicle(s) has been notified of the periodic use of the vehicle(s) on Scottish Borders Council business and has agreed to indemnify the Council against any third party claims arising from such use. Additionally premium payments must be up to date, the vehicle(s) is maintained in a roadworthy state and a current MOT certificate is held where necessary.

Night Working

Hours worked outside the standard times, i.e. between 10.00 pm and 6.00 am, would attract a single enhancement rate of 15%. This rate will apply to all grades of staff, ensuring simplicity and fairness.

Where staff normally work days, but are required exceptionally to work at night instead of working days, for example to provide cover on an emergency basis, or to carry out a particular contract, enhancements will be 15% between 10.00 pm and midnight and double time between midnight and 6.00 am. Where any arrangement to work nights extends for a continuous period of more than three weeks, it will be considered a temporary transfer to night working and normal night working enhancements will apply.

In accordance with the proposals for a single rate for overtime, any overtime between 10.00 pm and 6.00 am, Monday to Sunday, would attract Time off in Lieu or payment at time and a half, in addition to the night working enhancement of 15%.

Standard Working Week

- **Non Teaching staff**

Any hours worked between 6.00 am and 10 pm will be classified as normal working hours and paid at the basic hourly rate, including hours worked on a Saturday or Sunday.

- **Teaching staff**

The standard working week is 35 hours, and actual working hours may vary depending on school arrangements.

Weekend Working

There will be no enhancement for any hours worked on a Saturday or Sunday (excluding overtime enhancements when employee has worked in excess of 37 hours per week).

Overtime

In recognition of the working week all hours worked up to 37.00 per week will be paid at plain time. All hours worked over 37.00 per week, Monday to Sunday, will attract overtime.

Compensatory leave on an equivalent basis to payment should always be considered as an alternative before payment (Time Off in Lieu).

Overtime will be paid at the single enhanced rate of time and a half. Overtime on a Saturday or Sunday will be at the same single enhanced rate, and will not attract an additional enhancement, other than for night working. Part time employees will only receive the enhanced rate of time and a half providing they have worked more than 37 hours per week, Monday to Sunday. If they are working overtime at the weekend this will be classed as additional hours and would attract no enhancement.

Where required to work overtime on a Public Holiday all hours worked will be paid at the enhanced rate of double time. Where required to work overtime on a Fixed Holiday normal overtime rules will apply.

The following table shows the enhancements payable for additional/overtime hours: -

	Up to 37 Hours per week	Over 37 Hours per week
Monday – Friday (6.00am – 10.00pm)	1.00	1.50
Monday – Friday (10.00pm – 6.00am)	1.15	1.65
Saturday & Sunday (6.00am – 10.00pm)	1.00	1.50
Saturday & Sunday (10.00pm – 6.00am)	1.15	1.65

Payment Arrangements

Your salary/wage will be paid by direct transfer into your nominated bank or building society account. Only one account may be used for each payment.

The payment schedule and associated claim periods are as detailed below:

Payroll	Normal pay date	Normal Claim period	Deadline for receipt after end of claim period
Administrative	The last banking day of the month	Up to and including 9 th of preceding month	Up to 3 working days to HR Shared Services
Teachers	Last banking day of month	Up to and including 7 th of month	Up to 3 working days to Education

Living Wage Allowance

Employees earning less than £8.51 per hour, effective 1 April 2017, will receive an additional payment to their salary in order that they are paid at the minimum rate of £8.51 per hour.

Sleep In

A number of employees are required to 'sleep-in' at establishments or clients' homes as part of their working time. All such hours are paid at the national minimum wage, currently £7.05 per hour for those aged under 25 (1 April 2017) or £7.50 per hour (national living wage) for those aged 25 and above (1 April 2017).

Standby / Call Out**Standby**

A single system of payments as detailed below will be applied to all staff undertaking standby duties. The sums quoted are those applicable from 1 April 2017.

- For each complete week of standby duty actually performed £85.31.
- For broken periods of standby duty payment will be £10.64 per session up to 16 hours and £16.06 per session up to 24 hours.
- For telephone call not requiring professional decision £4.66, restricted to a maximum of £13.62 in any period of one hour, or
- For telephone call requiring professional decision £13.62. restricted to one payment in any period of one hour, or
- For call out a minimum payment of 2 hours in any 2 hour period paid at appropriate overtime rate.
- Employees on standby duty on a public holiday will receive an additional payment of £16.06 this is in addition to the normal daily rate.

Call out

Staff not undertaking standby duty but who are called out will be paid on the following basis the sums quoted are those applicable from 1 April 2017:

- For telephone call not requiring professional decision £4.66, restricted to a maximum of £13.62 in any period of one hour, or
- For telephone call requiring professional decision £13.62 restricted to one payment in any period of one hour, or
- For call out a minimum payment of 2 hours in any 2 hour period paid at appropriate overtime rate, plus a single payment of £10.64.

Disturbance Allowance for Travel to Work

Where your place of employment is changed by the Council and due to the change you incur additional expenses travelling to work (excluding journeys of five miles or less), you will be entitled to claim excess travelling expenses, [a disturbance allowance](#), for up to one year in accordance with the following conditions:

- Excess expenses shall be based on one of the following, whichever is relevant to the your circumstances:
 - (a) Bus fares
 - (b) A locally approved transport rate of 45p per mile in respect of additional mileage actually involved in change of base, where the change in base is over five miles. Where an employee has a car lease arranged with the Council additional mileage will be paid at 12p per mile.

(c) A locally approved passenger rate of 6.2p per mile in respect of additional mileage actually involved in the change of base where transport is provided by a fellow employee

- Additional mileage will be based on the difference between home and the new base and home and the old base excluding the first five miles per journey (where a journey refers to home to work or work to home).
- Disturbance allowance can be claimed only for journeys actually undertaken between home and the new base.
- Payment of disturbance allowance applies only where the allowance payable for travelling both ways from home to the new place of work and from home to the old place is greater than £2.75 per week. Disturbance allowances will be subject to deduction of Tax and National Insurance contributions where applicable where the planned period of disturbance exceeds two years.
- If you choose to move house within the 4 year period, the allowances will be reviewed and, depending on the circumstances, will remain the same, be reduced or cease.

Disturbance Allowance Arrangements prior to 1 May 2012:

Employees actively claiming disturbance allowance prior to 1 May 2012 should, for the duration of their agreed arrangement (up to a maximum of four years), continue to submit eligible claims at the previous transport rate of 12.7p per mile or passenger rate of 6.2p per mile.

Prior to submitting claims your line manager needs to complete the Disturbance Allowance Requisition form which is available by contacting HR Shared Services on 01835 825052 or 825053 or email payroll.salaries@scotborders.gov.uk, and forward to HR Shared Services to confirm the payment of this allowance.

You can then submit weekly or monthly claims to the Payroll section on a yellow form headed "Disturbance Allowance for Transferred Officers" Ref. PAY 05. You should indicate in the appropriate column whether you undertook the journey as a passenger or as a driver and the section concerning "Make of Car" etc. only needs to be completed by drivers.

Where the first journey from home in the morning is to a location other than your new base normal business mileage/expenses may be claimed in accordance with normal procedures, with your **old base** being used as the basis for any calculation purposes. Similarly, normal business mileage/expenses may be claimed where your last journey home at night is from a location other than your new base.

Once your right to claim disturbance allowance ceases your new base will become your designated base and will therefore be used for all calculation purpose

PENSIONS

The Council offers membership of an occupational pension scheme to all staff (except non teaching staff with a contract of less than 3 months). Teachers can join the Scottish Teachers Superannuation Scheme, and other non teaching staff can join the Local Government Pension Scheme.

Both schemes are statutory schemes and are very secure because their benefits are defined and set out in law. They are contracted-out of the State Second Pension (S2P) and must, in general, provide benefits at least as good as most members would have received had they been members of S2P.

The benefits of both schemes are broadly similar and provide:

- a guaranteed pension based on your final pay and length of scheme membership
- a tax-free lump sum when you retire
- the ability to increase your pension by paying extra contributions
- a pension and lump sum if you have to stop work (after 2 years service or more) because of permanent ill health
- voluntary retirement from age 60
- arrangements for paying benefits early if you are retired on efficiency or redundancy grounds
- a death in service lump sum of three times final pay
- a pension payable to your spouse, civil partner or nominated partner if you die
- children's pensions
- index-linking of benefits to ensure that they keep pace with inflation

In addition, as a member of the either scheme, your contributions will attract tax relief at the time they are deducted from your pay and you will, up to State pension age, also pay lower National Insurance contributions between the Lower and Upper Earnings Limits, unless you have opted to pay the married woman's/widow's reduced rate of National Insurance. More detailed information on the schemes is contained in the relevant scheme booklets that are issued to all scheme members. The booklets can also be found on the following links.

Local Government Pension Scheme: www.scotborders.gov.uk/pensions/

Scottish Teachers' Superannuation Scheme: www.sppa.gov.uk/

The Local Government Pension Scheme is administered by the Pension Team of Scottish Borders Council, Tel 01835 824000 Ext 5341 or 5352.

The Scottish Teachers' Superannuation Scheme is administered by The Scottish Public Pensions Agency, 7 Tweedside Park, Tweedbank, Galashiels, TD1 3TE, Tel 01896 893060.

PERSONAL PROPERTY

You are responsible for your own property. The Council cannot accept responsibility for any personal possessions damaged or lost on Council premises. You should not leave money or valuables unattended in offices or cloakrooms.

The Council will not accept responsibility or liability for loss or damage of your (either owned or being used by you) vehicle or property. This is irrespective of whether the loss or damage is caused by a Council employee or by a third party. All goods left on Council premises will be at your sole risk.

PERSONAL PROTECTIVE EQUIPMENT (PPE)

This covers the clothing and safety equipment provided by Scottish Borders Council that you must wear to work safely. You will be told of what PPE you will need to do your job and it will be given to you by your Line Manager. Where eye protection, protective clothing or any other safety equipment is issued it must be worn or used. You will be trained in its correct use, storage and maintenance. The safety equipment and clothing given to you must be used when needed. You must look after it and keep it in good condition ready for use. Replacement PPE is available from your Line Manager. The use of safety equipment is compulsory and disciplinary action may be taken against anyone who does not use the appropriate equipment or does not follow safety instructions.

POLITICAL ACTIVITY

Legislation imposes restrictions on political activity by certain local government employees. If your job has such a restriction you will have been advised of this together with your right to seek an exemption from restriction.

Restricted employees may not stand for public elected office, other than a Community Council, hold office in a political party, canvass at elections or speak or write publicly, other than in an official capacity, on matters of political controversy.

Unless you have been advised that such restrictions attach to your post, you are free to participate in such political activity as you see fit.

POOR PERFORMANCE

[Guidance](#) is available to assist line managers to support and enable an employee who is required to improve his/her work performance to attain an acceptable level. Poor performance may be defined as:-

- the continuing failure of an employee through lack of skill/ability to meet the requirements of his/her job, including meeting agreed targets or providing a satisfactory service
- regular performance by an employee that adversely affects his/her own ability, and/or that of others, to do their work to an acceptable standard.

PRIVATE WORK

The Council would generally discourage an employee from taking on paid private work of a type associated with the kind of duties which is carried out for the Council. Exceptions to this would include work carried out for local organisations of a social, cultural, religious or sporting nature or work carried out for yourself or family members.

PROGRAMME & PROJECT MANAGEMENT

Some time ago the Council adopted the Office of Government Commerce (OGC) best practice for managing projects (PRINCE2) and programmes (Managing Successful Programmes).

The addition of these methodologies to the Council's Code of Corporate Governance confirmed their mandatory use by Council employees managing programme and projects.

Advice and guidance, plus a range of online resources, are available. For more information contact the Programme Office: ppso@scotborders.gov.uk

PROMOTION

We feel it is important that each employee has a chance to progress if they wish to do so. Our general policy is to advertise all jobs internally via the Council's intranet.

PROTECTING CHILDREN AND ADULTS AT RISK

The Council has made a commitment to ensuring that Children and Adults At Risk are protected in the community. As an employee you may come into contact with a range of children, young people and protected adults even if this is not the main focus of your job.

Each employee has a role to play in protecting children and adults at risk: not just Social Workers, Doctors, Nurses, Teachers and the Police.

Both children and protected adults can be at risk through physical abuse, emotional abuse, sexual abuse or neglect. Protected adults could also suffer financial abuse. You may see or hear things which make you worry about the care, welfare or safety of a child or protected adult.

If you have any such concerns you must do something about them. If you are not sure how to respond to your concerns you must get advice from either a Duty Social Worker or the Police. A child or protected adult may continue to be at risk if you fail to do so. Social Workers and Police Officers will investigate so detailed questioning should be avoided. However, it is important that you:

- Listen to what is said
- Observe what is happening
- Write down exactly what you see and hear
- Pass on the information

You may worry that passing on child protection concerns might mean that children will be taken away from their home. This is very rarely the case – all the employees involved are committed to providing the help needed to allow families to remain together. The vast majority of protected adults are also supported to remain in their own homes. During normal office hours please contact the Integrated Children's Services (ICS) team covering the area in which the child lives:-

- ICS Eildon – 01896 664158
- ICS Teviot and Liddesdale – 01450 364777
- ICS Tweeddale – 01721 72631
- ICS Cheviot – 01573 223501
- ICS Berwickshire – 01361 886115

Out of hours contact the Emergency Duty Team on 01896 752111

Other useful contacts are:-

- Child Protection Unit: 01896 664159
- Adult Protection Unit: 01896 664159
- Police Public Protection Unit 01896 664588.

RECEPTION

If your location has a manned reception desk please ensure that you supply details of any expected visitors in order that they can be greeted and directed appropriately. If you are located at HQ please also ensure the main reception is appropriately briefed to allow them to re-direct visitors more easily.

RECRUITMENT AND SELECTION (inc References)

We wish to ensure that all appointments are made on merit and best practice is followed across the Council. We therefore have a [recruitment policy, procedures and guidance](#), and provide appropriate training to managers. Guidance on [employment references](#) is also available.

Details of relevant training is contained in the In-House Training and Development Programme which can be accessed under Information on the home page of the intranet or if you do not have access to the intranet through your line manager.

Vacant jobs are advertised on the My Job Scotland Portal which can be found through the Council's Homepage under vacancies. My Job Scotland Portal also links to other websites such as Job Centre Plus and S1Jobs.

In order to help ensure we select the right person for each job, a job description and person specification is prepared for each vacant post. The job description provides information about the overall purpose, duties and responsibilities of the job. The person specification helps as a selection tool by giving an outline of the type of person and the skills and characteristics required to do the job effectively. If you are looking for a change of job, this can be compared with your own skills and attributes to allow you to consider whether or not a vacancy is suitable for you.

Apply on-line at www.scotborders.gov.uk/jobs or www.myjobscotland.com , or contact HR Shared Services, Council HQ, Newtown St Boswells, Melrose TD6 0SA (tel. 01835 825052/3) or e-mail hr@scotborders.gov.uk for an application pack or contact your local Jobcentre.

The Council has a scheme to provide financial assistance to new employees (except teaching staff) who are obliged to move home in order to take up an appointment with Scottish Borders Council.

We feel it is important that each employee has a chance to progress if they wish to do so. Our general policy is to advertise all jobs via the Councils intranet through www.myjobscotland.gov.uk

REDEPLOYMENT

Employees may require to be re-deployed for a variety of reasons including being placed under notice of redundancy or because of ill health. In such cases the Council will proactively manage the [redployment process](#) which will involve priority status interviews for employees who meet the essential criteria for a vacant alternative post at a similar or lower grade.

Advertisements for new posts will not be progressed until anyone who has been identified as requiring redeployment and meets the essential criteria of those posts has had an opportunity to have a priority interview for such posts.

The Council will always seek to avoid redundancies wherever possible. In the event that they occur we will base selection for [redundancy](#) on the location, type of work and the group of employees affected.

Redeployment will be sought for employees selected for redundancy. If this is not successful then employees with a minimum of 2 years service will be entitled to receive redundancy payments. At the time of selection full details of entitlements will be given to employees.

RELOCATION

The Council has a [relocation scheme](#) to provide financial assistance to new employees who are obliged to move home in order to take up an appointment with Scottish Borders Council. It applies to the following categories of employees:

- Chief Officers
- SJC Staff
- Educational Psychologists and Advisers

To qualify for the scheme you must be appointed on a permanent basis or for a temporary period of at least 2 years and must not be an existing employee of Scottish Borders Council.

To claim, you must be obliged to move home in order to take up your post and the new home must be within reasonable daily travelling distance of your place of work. It is for the Head of Service, if necessary in conjunction with the Head of HR, to determine this, taking into account the nature of the duties and your normal means of travel.

You must declare your intention to move at the time of taking up the appointment and must normally move within 12 months. This period may be extended with the agreement of the Head of Service and if necessary HM Revenues and Customs. Your new home must be deemed to be your main residence for tax purposes.

You will not be eligible to claim under this scheme if you or any member of your household receives financial assistance towards the cost of the move from any other source.

Expenses covered by the Scheme include removal, disposal of property, and acquisition of property, travel and temporary accommodation. The maximum limit is currently £5750 if you are purchasing and selling properties and £3250 in any other circumstances.

Further information will be given on request, through your line manager in the first instance.

RETIREMENT

Employees can retire at any age of their choosing in line with notice requirements and appropriate Departmental consent. The Local Government Pension Scheme normal retirement age is 65.

SECONDMENTS

[Secondments](#) of employees from one post to another are at the discretion of the original employing department. If you wish to take up an opportunity for secondment to another department/organisation you must ask your line manager. Each request will be given full consideration taking into account issues such as the ability to fill the post, cost etc.

Where a secondment is agreed you will have a right to return to your substantive post at the end of the secondment. However should an organisational change take place in your absence which affects your substantive post you will have the same opportunities/protection as if you were still in it.

Where a secondment is not agreed you would have the choice to resign from your substantive post in order to take up the temporary position. However in such circumstances the employing department may choose not to offer you the position if, by doing so, it creates a potential redundancy scenario at the end of the temporary period.

SECURITY

The Council takes measures to provide adequate security for its facilities but you can help by ensuring that you challenge anyone you see around non-public areas of Council buildings that you do not recognise. If you have any visitors please accompany them as appropriate and do not leave them to wander at will within buildings.

Take care in securing your equipment, for example PCs, laptops before you leave at night and check windows and doors are closed.

The security system in Council HQ is in operation 7pm to 7.30 am when the building is not manned. If you require to work after 7pm you will require permission of your line manager and the agreement of the caretaker to allow you to gain access/egress. If you are not located at Council HQ please ensure you are familiar with the security arrangements in your area.

SOCIAL CLUB

The Council supports a Social Club for all employees – it is your Social Club. The Club is managed by the Social Committee, comprising of representatives of various services within the Council, who meet regularly to discuss and plan events organised by the Social Club.

The Annual General Meeting is held each August when the members elect Office Bearers – Chairman, Vice-Chairman, Treasurer and Secretary. All members are welcome to attend any Committee Meeting and the AGM.

Various activities are arranged throughout the year for the members. These vary in form and have included in the past badminton, 5-a-side football, fishing trips, karting, murder mystery nights, scary nights, trips to the theatre, indoor bowling, skittles, curling, car and pub treasure hunts and themed evenings to name but a few. Other events are organised when sufficient interest is generated.

As a Council employee, you are automatically a member. To find out more either visit the Social Club's web page on the Council's Intranet (under Miscellaneous / Social Committee) or e-mail social@scotborders.gov.uk

SPECIAL LEAVE

We recognise that there are circumstances where you need to have time off work, but it is not appropriate for you to have to take annual leave. We therefore have a [scheme of special leave](#). In some circumstances, as detailed below, special leave will be with pay.

In other circumstances special leave will be unpaid, for example if you wish to add 2 weeks unpaid leave to 3 weeks annual leave for an extended holiday, or you wish to attend a course of study which has no relevance to your employment. In such cases up to 10 days unpaid leave can be granted within your department, but any longer period requires the agreement of the Head of HR or the Chief Executive.

If you need special leave you should contact your line manager and advise him/her of the reason. Your manager will consider your request, taking into account your individual circumstances and will advise you if special leave can be granted and if so whether it is paid or unpaid.

Where it is considered that special leave is not appropriate your manager will try to allow you to take time off by granting annual leave, flexi-leave, or time off in lieu.

Paid Special Leave

CIRCUMSTANCES	LEAVE AVAILABLE (Working days)
Death of an employee's mother, father, brother, sister, spouse, partner, child, guardian, in-laws or dependent relative	up to 5 days
Attendance at funeral of family member (other than those above)	up to 1 day
Serious illness (including attendance at hospital in emergencies) of employee's mother, father, brother, sister, spouse, partner, child, guardian, in-laws or dependent relative	up to 5 days
Employee's hospital appointment	as necessary (employees on flexi-time will be credited with hours lost in the normal working day of 9am – 5pm minus 1 hour lunch break)
Employee's GP or dental appointment etc You are expected to try to arrange appointments out with working hours, or where this is not possible to arrange them to cause the least disruption to work e.g. first thing in the morning or late afternoon	employees not on flexi-time – as necessary employees on flexi-time – no flexi-time credit for hours lost
Maternity Support Leave for an employee (excluding teaching staff) who is the baby's father, or the partner or nominated carer of the mother	5 days
Paternity Leave for an employee who is the father of a baby or the partner of the baby's mother	teaching staff – up to 10 days leave (the first 5 days at full pay and the remaining 5 days at Statutory Paternity Pay) all other employees – up to 5 days leave at Statutory Paternity Pay (in addition to 5 days Maternity Support Leave)
House removal for an employee who qualifies for SBC relocation assistance	up to 2 days
Attendance at Court for jury service or as a witness	as required by Court (N.B. Employees must claim loss of earnings, which once received will be deducted from Council pay)
Attendance at annual training camp for Non Regular Forces	for a minimum of one week and maximum of 15 calendar days (Service pay and allowances will be deducted from Council pay)
Secondment to another organisation	up to 10 days (any longer period requires agreement from the Head of HR or Chief Executive)
Study leave for examination for employees on approved training courses	up to 1 day per exam
Attendance at examination for employees on approved training courses	up to 1 day per exam

Any other circumstances, e.g. serious personal crisis, representing country at sport	up to 10 days (any longer period requires agreement from the Head of HR or Chief Executive)
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STRESS IN THE WORKPLACE

The definition of work related stress is:

“The adverse reaction people have to excessive pressures or other types of demand placed upon them at work.”

Scottish Borders Council does not regard such an adverse reaction as a sign of weakness or failure. If you have an adverse reaction or develop any stress related illnesses, work related or not, you will be fully supported and advised to seek the help available to you.

The Council has arrangements with P.A.M. for the provision of an occupational health service. Referrals are done on line via the Intranet, normally by your line manager or HR.

There is also a confidential Employee Helpline (freephone 0800 882 4102) provided by PAM Assist which includes telephone and face to face counselling for employees. The PAM Assist website is www.pamassist.co.uk and the log in details are:

Username: Borders
Password: Council

This first step in dealing with your stress is to recognise the symptoms, which can be many and varied, and not always obvious. It may help to speak with your doctor for advice about symptoms.

Further advice regarding [Stress in the Workplace](#) can be found on the Council's intranet.

TELEPHONES

The telephone system in operation at HQ and many other Council locations allows both internal and external calls to be made from the same handset. Your line manager will give you details.

The telephone management system records and monitors the duration, location and cost of all external calls on an extension by extension basis.

Please keep all external calls to the minimum to avoid excess cost. If you are unable to be connected quickly hang up and call again. This will not only keep costs down but will free up the phone for other Council business. Where public telephones are available, for example one is available in the foyer of Council HQ; these should be used for private calls. It is cheaper to use this than it is to make an external call from an office phone. However it is accepted that you may occasionally need to make a private call from your office phone but these should be kept to a minimum.

Remember that whenever you answer the phone at work you should clearly state your section, and name. You should always be courteous and helpful and answer the query if you are able. If not then either offer to call the person back later (and make sure you do) or find someone else who can help them. Please do not pass the caller on without confirming if the person who you are passing them to can be more helpful.

If you have one please put your voicemail on when away from your desk or alternatively divert your phone through to a colleague.

TEMPORARILY UNDERTAKING HIGHER DUTIES

Where an employee is required to undertake the whole range of duties and full responsibilities of a higher graded role for at least one full day or shift they shall be paid at the higher rate.

Where an employee is required to undertake some, but not the full range of, duties and responsibilities for a period of four weeks or more they may receive an additional payment depending on the extent of the additional duties and responsibilities undertaken. In practice employees undertaking more senior roles on a short term basis, for example covering normal holiday periods, will not normally qualify for a higher payment as they are unlikely to be required to undertake the whole range of duties and full responsibilities of the more senior role.

TRAINING AND DEVELOPMENT (inc PRD Scheme)

In seeking to provide high quality services we know that standards of service delivery depend on our workforce and we are committed to ensuring that you are suitably trained, motivated and respected. We hope that [training and development](#) will motivate you to achieve the highest possible standards.

You will have the opportunity to gain the skills, knowledge, aptitude and qualifications necessary to carry out your duties effectively and, where appropriate, to prepare yourself for different responsibilities or employment at a more senior level.

Your training needs may be identified through formal appraisal and/or other discussion with your line manager. Departmental core modules may also be included. Some elements of your training will be mandatory.

We aim to give you the opportunity of developmental/training activities each year which will be identified through the Performance, Review and Development scheme (See below). Training is not restricted to courses but may involve one of many opportunities for development seminars and workshops. It will also be offered in a number of other ways including special projects, on the job training, conferences, secondments etc. and will be provided both in-house, using a combination of internal expertise and external consultancy, and externally. In-house provision will also include mentoring, coaching and counselling, directed reading, and use of the Council's Learning Resource Centre materials.

Whilst the majority of training and development activities will relate directly to your post or be designed to equip you for a change of responsibilities or promotion, the Council also recognises the benefits of non-vocational learning and encourages employees to develop themselves and to continue their development throughout their employment and 'life long'. The programme of training and development provided in-house offers courses, workshops and other material of a non vocational nature which supports public policy e.g. crime prevention, or personal development.

If you pursue a course of study for a qualification which is required by the Council for your existing duties, or for promotion purposes, you may be eligible for support for open learning, day or block release, correspondence or sandwich courses, subject to the method of study being compatible with the needs of the service. Financial and/or other assistance for all approved training may be given.

Where you are given financial help towards certain qualifications and other courses, you will be required to give a commitment to remain with the Council for at least two years following successful completion of the course or repay the course costs. The circumstances where this condition applies will be explained to you at the time.

Where you receive release and/or financial assistance you will also be granted 1 day's paid leave on the day of the examination(s) and 1 day's study leave per exam normally immediately prior to the final examinations of any study year or the final series of examinations. Where certification is achieved by non-examination routes e.g. workplace assessment and the submission of dissertations, special leave entitlement of ½ day per unit of competence will be granted.

Performance Review & Development

Pilot scheme commenced September 2010 with roll out through out SBC thereafter.

It is important to Scottish Borders Council's continued success that we understand our people, their achievements and development needs. The Performance Review & Development (PRD) scheme provides a structured process to allow every manager to have a conversation with each staff member to discuss their achievements, difficulties they have faced in doing their job and identify any development needs they may have to allow them to do their current job more effectively or allow them, if appropriate, to further progress their career.

Performance Management is a tool to ensure that:

- You know and understand what is expected of you
- You have the skills and ability to deliver on these expectations
- You are supported by the organisation to develop the capacity to meet these expectations and are given feedback on performance
- You have the opportunity to discuss contributions to individual, team and corporate aims and objectives

UNION MEMBERSHIP AND POLICY ON TIME OFF FOR TRADE UNION DUTIES, ACTIVITIES AND TRAINING

Trade Unions have a key role to play in promoting and sustaining positive employee relations and a good/high standard of health and safety and welfare practices. The Unions represent their members in a variety of consultation and negotiation forums within the Council as well as providing general advice and guidance to members on work related issues on an individual basis.

Trade Unions also provide services to members and these include welfare help, learning advice, discounts on Insurance etc. We recognise the Union's important contribution and encourage you to join a Trade Union if you wish.

The Trade Unions that we formally recognise at Scottish Borders Council are:

Non Teaching Unions	Contact details
GMB	0131 558 7720
GMB:MPO (Managerial and Professional Officers)	mpo@scotborders.gov.uk
Unite	0845 345 0145
Unison	0845 355 0845
Teaching Unions	Contact details
EIS (Educational Institute of Scotland)	0131 225 6244
SSTA (Scottish Secondary Teacher's Association)	0131 313 7300

Trade Union Representatives and Safety Representatives are entitled to reasonable paid time off to undertake Trade Union duties and relevant training.

If you are appointed as a Trade Union Representative or Safety Representative you must meet your manager to discuss anticipated time off requirements in the context of the operational needs of the service. In addition, we recognise that if you are a member of a recognised Trade Union you will also have entitlement to reasonable unpaid time off for Trade Union Activities. The nature of the duties, activities and training for which you will be granted reasonable time off with or without pay are covered in the HR Policies and Procedures and Guidelines ([Policy on Time off for Trade Union Duties, Activities and Training](#)).

WORK LIFE BALANCE

We want all employees to achieve a good balance between work and home life. You should not therefore work excessive hours, for example through regular overtime or taking work home. You should also take the annual leave to which you are entitled to ensure you have regular extended breaks from work. This approach will help you to have control over your working life and give you the freedom to pursue activities and responsibilities outside the workplace as well as helping to alleviate any potential adverse reaction to stress.

In addition to our approach, there are national [Working Time Regulations](#) which state that your working hours should not be more than 48 hours per week (averaged over 17 weeks) unless you choose to work more than this by written agreement. This 48 hour limit applies to the total hours you work per week, including all jobs with the Council and any other employer.

The Regulations also set out minimum rest breaks during working hours, daily periods of rest and weekly periods of rest. All these breaks are unpaid. In summary these are:

- a break of at least 20 minutes when working more than 6 hours
- a daily rest break of at least 11 consecutive hours between each working day
- a weekly rest period of an additional 24 hours minimum each week (which can be averaged over two weeks).

Different rules apply to young workers (age 16 or 17) who can only work a maximum 8-hour day. If a young worker is required to work for more than four and a half hours at a stretch, he or she is entitled to a rest break of 30 minutes, which is not itself classed as working time.

An overview of the Regulations is provided on the intranet ensuring that workers do not have to work excessive hours. There are 6 main provisions under the Regulations which are:

- A limit of 48 hours for the average weekly working time
- Minimum daily and weekly rest periods
- Rest breaks during working hours
- Paid annual leave
- Limit on night workers average normal daily working time to 8 hours.
- Requirement to offer health assessments to night workers

WORKING HOURS

Your basic hours of work are as detailed your Statement of Terms and Conditions of Employment. If you are required to work at other times you will be notified by your line manager. However, all Departments will need to ensure that they are complying with the Working Time Regulations 1998.

RATES OF PAY – Hourly Rates – Effective from 1st April 2017
SJC Staff

	SCP	WEPE a	WEPE b	WEPE c	WEPE d	WEPE e	WEPE f	WEPE g	WEPE h
Grade 1	3	6.8854	6.9967	7.1634	7.3856	7.6078	7.8302	7.9969	8.1635
Grade 1	4	6.9954	7.1067	7.2734	7.4956	7.7178	7.9402	8.1069	8.2735
Grade 1	5	7.1054	7.2167	7.3834	7.6056	7.8278	8.0502	8.2169	8.3835
Grade 1	6	7.1954	7.3067	7.4734	7.6956	7.9178	8.1402	8.3069	8.4735
Grade 2	7	7.2954	7.4067	7.5734	7.7956	8.0178	8.2402	8.4069	8.5735
Grade 2	8	7.3954	7.5067	7.6734	7.8956	8.1178	8.3402	8.5069	8.6735
Grade 2	9	7.5154	7.6267	7.7934	8.0156	8.2378	8.4602	8.6269	8.7935
Grade 2	10	7.6254	7.7367	7.9034	8.1256	8.3478	8.5702	8.7369	8.9035
Grade 3	11	7.7154	7.8267	7.9934	8.2156	8.4378	8.6602	8.8269	8.9935
Grade 3	12	7.8554	7.9667	8.1334	8.3556	8.5778	8.8002	8.9669	9.1335
Grade 3	15	8.1954	8.3067	8.4734	8.6956	8.9178	9.1402	9.3069	9.4735
Grade 3	18	8.5354	8.6467	8.8134	9.0356	9.2578	9.4802	9.6469	9.8135
Grade 4	19	8.6754	8.7867	8.9534	9.1756	9.3978	9.6202	9.7869	9.9535
Grade 4	20	8.7954	8.9067	9.0734	9.2956	9.5178	9.7402	9.9069	10.0735
Grade 4	22	9.0654	9.1767	9.3434	9.5656	9.7878	10.0102	10.1769	10.3435
Grade 4	24	9.3354	9.4467	9.6134	9.8356	10.0578	10.2802	10.4469	10.6135
Grade 5	26	9.6054	9.7167	9.8834	10.1056	10.3278	10.5502	10.7169	10.8835
Grade 5	27	9.7454	9.8567	10.0234	10.2456	10.4678	10.6902	10.8569	11.0235
Grade 5	29	10.0254	10.1367	10.3034	10.5256	10.7478	10.9702	11.1369	11.3035
Grade 5	31	10.3354	10.4467	10.6134	10.8356	11.0578	11.2802	11.4469	11.6135
Grade 5	33	10.6354	10.7467	10.9134	11.1356	11.3578	11.5802	11.7469	11.9135
Grade 6	36	11.1154	11.2267	11.3934	11.6156	11.8378	12.0602	12.2269	12.3935
Grade 6	37	11.2854	11.3967	11.5634	11.7856	12.0078	12.2302	12.3969	12.5635
Grade 6	39	11.6054	11.7167	11.8834	12.1056	12.3278	12.5502	12.7169	12.8835
Grade 6	41	11.9554	12.0667	12.2334	12.4556	12.6778	12.9002	13.0669	13.2335
Grade 6	43	12.3354	12.4467	12.6134	12.8356	13.0578	13.2802	13.4469	13.6135
Grade 7	46	12.8454	12.9567	13.1234	13.3456	13.5678	13.7902	13.9569	14.1235
Grade 7	47	13.0454	13.1567	13.3234	13.5456	13.7678	13.9902	14.1569	14.3235
Grade 7	49	13.4354	13.5467	13.7134	13.9356	14.1578	14.3802	14.5469	14.7135
Grade 7	51	13.8254	13.9367	14.1034	14.3256	14.5478	14.7702	14.9369	15.1035
Grade 7	53	14.2354	14.3467	14.5134	14.7356	14.9578	15.1802	15.3469	15.5135
Grade 8	56	14.8854	14.9967	15.1634	15.3856	15.6078	15.8302	15.9969	16.1635
Grade 8	57	15.0954	15.2067	15.3734	15.5956	15.8178	16.0402	16.2069	16.3735
Grade 8	59	15.5654	15.6767	15.8434	16.0656	16.2878	16.5102	16.6769	16.8435
Grade 8	62	16.2254	16.3367	16.5034	16.7256	16.9478	17.1702	17.3369	17.5035
Grade 9	68	17.7554	17.8667	18.0334	18.2556	18.4778	18.7002	18.8669	19.0335
Grade 9	69	18.0154	18.1267	18.2934	18.5156	18.7378	18.9602	19.1269	19.2935
Grade 9	71	18.5454	18.6567	18.8234	19.0456	19.2678	19.4902	19.6569	19.8235
Grade 9	74	19.4054	19.5167	19.6834	19.9056	20.1278	20.3502	20.5169	20.6835
Grade 10	80	21.2154	21.3267	21.4934	21.7156	21.9378	22.1602	22.3269	22.4935
Grade 10	81	21.5254	21.6367	21.8034	22.0256	22.2478	22.4702	22.6369	22.8035
Grade 10	83	22.1854	22.2967	22.4634	22.6856	22.9078	23.1302	23.2969	23.4635
Grade 11	89	24.2554	24.3667	24.5334	24.7556	24.9778	25.2002	25.3669	25.5335
Grade 11	90	24.5954	24.7067	24.8734	25.0956	25.3178	25.5402	25.7069	25.8735
Grade 11	92	25.3454	25.4567	25.6234	25.8456	26.0678	26.2902	26.4569	26.6235
Grade 12	98	27.6854	27.7967	27.9634	28.1856	28.4078	28.6302	28.7969	28.9635
Grade 12	99	28.1354	28.2467	28.4134	28.6356	28.8578	29.0802	29.2469	29.4135
Grade 12	101	28.9654	29.0767	29.2434	29.4656	29.6878	29.9102	30.0769	30.2435

Teaching Staff

1st April 2017 settlement is currently outstanding. Please see latest salary tables on

MILEAGE ALLOWANCES

SJC Staff, Teaching Staff and Chief Officials

	All engine capacities
Cars and vans	45p per mile for the first 10,000 miles per year 25p per mile thereafter
Motorcycles	24p per mile for all miles
Bicycles	20p per mile for all miles

Leased Cars (Contract Hire Scheme) – All Pay Groups

	All engine capacities
Fuel element	12p per mile for all miles

Cars in the Salary Sacrifice Scheme

	All engine capacities
Cars	*45p per mile for the first 10,000 miles per year *25p per mile thereafter

*Please note that where the rate paid exceeds [HMRC Advisory Fuel Rates](#), the excess amount will be subject to Tax and National Insurance where applicable. Cars in this scheme are classed as “company cars” under HMRC legislation.

SUBSISTENCE ALLOWANCES

SJC Staff

Where you are away from your normal work location and have to spend more money than you normally would on meals, you will be reimbursed the amount you spend, subject to the amount being reasonable and you providing appropriate receipts. Where you normally bring sandwiches or a packed lunch to work you would only be entitled to claim additional expenses if you have to make different arrangements because of the circumstances.

Where you need to stay overnight, for example to enable you to attend an early meeting at a distance from home, you may reclaim the cost of staying in a Bed and Breakfast or Hotel. It is recognised that the cost of accommodation will vary depending on availability and location.

Wherever possible you should seek prior authorisation for accommodation rates in excess of the rate given below.

The following rates are provided for guidance.

Meal	£ Amount
Breakfast	5.00
Lunch	7.00
Tea	3.00
Evening Meal	9.00
Accommodation rate	50.00

Residential Training Courses

Out of pocket expenses

Daily	3.63
Weekly	14.65

USEFUL CONTACTS

Below is a list of the main contacts you may need as an employee:

Council Headquarters Newtown St Boswells MELROSE TD6 0SA	Tel 01835 824000 Fax 01835 825001 enquiries@scotborders.gov.uk
Corporate Communications	Tel 01835 826601 Fax 01835 825059 communications@scotborders.gov.uk
Data Protection/FOI	Tel 01835 826516 Fax 01835 825059 FOI@scotborders.gov.uk
Employee Helpline	0800 882 4102
Wellbeing & Safety Section	Tel 01835 825054 wellbeing&safety@scotborders.gov.uk
HR Shared Services	Tel 01835 825052/5053 hr@scotborders.gov.uk for HR enquiries payroll.salaries@scotborders.gov.uk for payroll enquiries hrteam@scotborders.gov.uk for Resourcelink Online enquiries pensions@scotborders.gov.uk for non teaching staff (Local Government Pension Scheme)
Scottish Public Pensions Agency (Teaching Staff)	Tel 01896 893000 www.sppa.gov.uk
Training	01835 824000, ext 5691 training@scotborders.gov.uk