

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Thursday, 20 October 2022, 7pm – Westbury Room, George Meehan House, 294 High Road, Wood Green, N22 8JZ watch the live meeting [here](#), watch the recording [here](#))

Councillors: Reg Rice (chair), Ibrahim Ali, Anne Stennett (vice-chair), Marsha Isilar-Gosling and Julie Davies

Quorum: three

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence.

3. URGENT BUSINESS

The chair will consider the admission of any late items of urgent business. Late items of urgent business will be considered under the agenda item 16.

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- a. Must disclose the interest at the start of the meeting or when the interest becomes apparent; and
- b. May not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 16)

The committee are asked to:

- a. Confirm and sign the minutes of the previous Staffing and Remuneration Committee meeting held on 27 June 2022 as a correct record; and
- b. Confirm and sign minutes of previous Special Staffing and Remuneration Committee meetings held on 17 March 2021, 19 April 2021, 13 April 2022, 19 April 2022, 8 September 2022, 22 September 2022, and 29 September 2022. Minutes from 22 September 2022 and 29 September 2022 to follow.

7. HOMES FOR HARINGEY INTEGRATION UPDATE (PAGES 17 - 22)

To note the report.

8. PEOPLE REPORT (PAGES 23 - 28)

To note the report.

9. PAY POLICY (PAGES 29 - 42)

The committee are asked to:

- a. Approve the draft Pay Policy Statement 2023/24, attached at Appendix A;
- b. To authorise the Director for Culture, Strategy and Engagement in consultation with the chair of the committee to make such amendments to the Pay Policy Statement as considered minor; and
- c. That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 2 March 2023.

10. SCHOOLS PAY POLICY

To follow.

11. RECRUITMENT POLICY

To follow.

12. HR POLICY UPDATE (PAGES 43 - 80)

To consider and approve each of the following policies, attached at appendices A-D:

- Ill Health Retirement Policy;
- Honorarium, Acting Up and Secondment Policy;
- Sickness Absence Policy; and
- Disability Leave.

13. EXCLUSION OF THE PRESS AND PUBLIC

Items 14-15 are likely to be subject to a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 1, 2, 3, namely information relating to an individual, information which is likely to reveal the identity of an individual, information relating to the financial or business affairs of any particular person (including the authority holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

14. EXEMPT MINUTES (PAGES 81 - 86)

To confirm and sign the exempt minutes of the Special Staffing and Remuneration Committee meeting held on 13 April 2022, 19 April 2022, 8 September 2022, 22 September 2022, and 29 September 2022. Minutes from 22 September 2022 and 29 September 2022 to follow.

15. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS

To inform the committee of non-executive delegated decisions and significant actions taken by directors (if any).

16. NEW ITEMS OF URGENT BUSINESS

To consider any new items of urgent business admitted by the chair under agenda item 3 above.

17. DATES OF FUTURE MEETING

Monday, 21 February 2022 at 7pm, location to be confirmed.

Jack Booth, Principal Committee Co-ordinator

Tel – 020 8489 4773

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Email: jack.booth@haringey.gov.uk

Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 12 October 2022

MINUTES OF MEETING STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 27 JUNE 2022, 7-8.15PM

PRESENT:

Councillors: Rice (chair), Ali, Stennett (vice-chair), and Davies

ALSO ATTENDING:

Dan Paul (Chief People Officer), Karen Gooday (Head of Employment, Reward, & Transformation), Andrew Meek (Head of Organisational Resilience), Alexis Correa (Deputy Head of Service for Health & Safety), Daria Polovina (BECC Manager), and Jack Booth (Principal Committee Co-ordinator).

1. FILMING AT MEETINGS

Members noted that the meeting was recorded by the council for live and subsequent broadcast via the council's internet site.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

Councillor Isilar-Gosling joined the meeting virtually but could not be considered to be present for the purposes of the attendance record. Councillor Williams also attended virtually.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None.

6. MINUTES

Matters arising:

The Chief People Officer highlighted that the actions from the minutes from 21 February 2022 around the discontinuance of the Consultancy Policy had been achieved.

RESOLVED

To confirm and sign the minutes of the meeting held on 21 February 2022 and 11 April 2022.

To discontinue the Consultancy Policy.

7. HR POLICY REPORT

Head of Employment, Reward, & Transformation introduced the report as set out.

In response to member questions the Head of Employment, Reward, & Transformation gave the following answers:

- Voluntary public duties, such as being a special constable or school governor, were covered by the Leave and Time Off policy, not the proposed Employee Supported Volunteering Policy. **Action: circulate Leave and Time Off Policy;**
- Volunteering opportunities would be advertised through a dedicated intranet page that would be updated regularly with appropriate links;
- When volunteering at an organisation, the organisation would take on any liability associated with the role. The council's commitment in the Employee Supported Volunteering Policy was in giving the employee time off to volunteer;
- Volunteering was defined at 3.2 of the Employee Supported Volunteering Policy. The volunteering opportunity must:
 - o Contribute to an individual's personal development;
 - o Support Haringey through contributing to the objectives of the Borough Plan and/or supporting our social value objectives;
 - o Benefit the organisation, either directly or by building the knowledge and experience of the workforce.
- Volunteering leave would be recorded on the HR System.
- Regarding, the Conflicts of Interest Policy it was highlighted that on page 25 the sentence that read '[a]n employee's spouse invited to become Chair of Governors' should be changed to 'elected to become Chair';
- When giving references it was good practice to outline in what capacity the reference was coming from, either personal or professional; and
- The individual can request a copy of a reference from the person providing it.

RESOLVED

To consider and approve each of the following policies, attached at appendices A-C:

- a. Employee Supported Volunteering Policy;
- b. Conflict of Interests Policy; and
- c. Employment References Policy.

8. THE PEOPLE REPORT

The Chief People Officer introduced the report as set out.

In response to member questions the Head of Employment, Reward, & Transformation gave the following answers:

- When the Chief People Officer had arrived at the council there were 19 apprentices, this figure had since significantly increased. The council were keen to make the best use of the apprenticeship levy through employing more apprentices, as they brought added benefits to the workforce. There was a push across the council to utilise apprentices. The latest figures on apprenticeships had decreased due to a large portion of apprenticeships finishing at the same time. While the apprenticeship figures were liable to fluctuations, there was an overall push from all directorates to utilise apprentices where possible;
- Not all apprenticeships led to employment at the council. However, it was a definite focus to move apprentices into employment. This was why the volume of apprenticeships was not a sole focus, as permanent employment was not guaranteed; and
- A councillor asked for a report on the progress of the integration into the council of Homes for Haringey staff. The Chief People Officer said that he would ask David Joyce, Director of Housing, Regeneration, & Planning to attend the next meeting to give a presentation and take questions.

RESOLVED

To note the contents of the report.

9. WORKFORCE AND WELLBEING STRATEGY

The BECC Manager introduced the report as set out.

A councillor commented that it was a very constructive document, giving a clear outline what the council should be doing for the workforce. It was thought that the section on women's wellbeing could be expanded. This was particularly pertinent as this group were more likely to have their wellbeing impacted through factors such as domestic abuse and difficulties around childcare. The Head of Organisational Resilience said that they would go back and expand on this section of the strategy.

Another councillor commented that they welcomed the inclusion of economic wellbeing. This was not included in most wellbeing strategies he had seen; it was particularly welcome as the cost-of-living crisis deepened.

In response to member questions the BECC Manager and Head of Organisational Resilience gave the following answers:

- The Head of Organisational Resilience said that he would come back to this committee on an annual basis with a report on impact of the wellbeing strategy. They were currently in the process of asking each directorate to set up their own wellbeing groups, which would be complement with a central steering group. There would also be a wellbeing hub on the intranet from employees to find out more information about staff benefits and wellbeing generally; and
- There would be staff surveys sent out to get formal feedback on areas to focus on going forward.

RESOLVED

To approve the Workforce Wellbeing Strategy 2022-25.

10. CORPORATE HEALTH, SAFETY AND WELLBEING STATEMENT AND POLICY

Deputy Head of Service for Health & Safety introduced the report as set out.

A councillor commented that at page 89 section 3 'sex (gender) including gender reassignment', had been grouped together. It was felt these two categories should be separated as was the case in Equality Act 2010 which outlined these as separate characteristics. The Deputy Head of Service for Health & Safety said that he would make this amendment.

In response to member questions the Deputy Head of Service for Health & Safety and Head of Organisational Resilience gave the following answers:

- Changes to the policy needed to be authorised through the Staffing and Remuneration Committee. Authorising the Chief Executive Officer to make minor amendments to the policy, which would be presented to this committee for ratification, would speed up organisational change when needed. An example of minor change would be an adjustment to wording which did not materially effect changes to the policy; and
- The policy review was set every 26 months so that there was two months lead time to review the policy before it expired;

RESOLVED

1. To approve the draft Corporate Health, Safety and Wellbeing Statement Policy, attached at Appendix A.
2. To authorise the Chief Executive Officer, in consultation with the Chair of the Staffing and Remuneration Committee, with the Corporate Health, Safety and Wellbeing Board and with the Corporate Leadership Team, to make such amendments to the policy as considered to be minor. These amendments are to be reported at the next Committee meeting.

11. NEW ITEMS OF URGENT BUSINESS

None.

12. DATES FOR THE NEXT MEETINGS

Thursday, 20 October 2022
Tuesday, 21 February 2023

All meetings to commence at 7pm unless otherwise stated.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE, HELD ON WEDNESDAY, 17TH MARCH 2021

PRESENT:

Councillors: Dhiren Basu (Chair), Paul Dennison and Matt White

1. FILMING AT MEETINGS

The public part of the meeting was live streamed on the Council's website.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were noted from Councillors Davies and Say.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR PLANNING, BUILDING STANDARDS AND SUSTAINABILITY

The Committee considered the report of the Director of Environment and Neighbourhoods on the appointment to the position of Assistant Director Direct Services. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

RESOLVED that:

- a. Rob Krzyszowski be appointed to the post of Assistant Director for Planning, Building Standards and Sustainability, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director for Planning, Building Standards and Sustainability when:
 - (i) no objection has been made by any member of the Cabinet, or
 - (ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.

- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director for Planning, Building Standards and Sustainability will be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £102,300 - £119,000 as set out in the Council's Pay Policy Statement.
- c. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
- d. It was agreed that if the successful candidate decided not to accept the role for any reason and there was an alternative appointable candidate, then this candidate be appointed to the role, subject to (a), (b) and (c) above.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

7. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR PLANNING, BUILDING STANDARDS AND SUSTAINABILITY

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 19TH APRIL 2021, 4.30 – 4.35pm

PRESENT:

Councillors: Dhiren Basu (Chair), Paul Dennison and Charles Adje

1. FILMING AT MEETINGS

The public part of the meeting was live streamed on the Council's website.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were noted from Councillors Davies, Say and White.

Councillor Adje was in attendance as substitute for Councillor White, as the relevant Cabinet Member.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR CAPITAL PROJECTS AND PROPERTY

The Committee considered the report of the Director of Housing, Regeneration and Planning on the appointment to the position of Assistant Director Capital Projects and Property. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

RESOLVED that:

- a. Jonathan Kirby be appointed to the post of Assistant Director Capital Projects and Property, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director Capital Projects and Property when:

- (i) no objection has been made by any member of the Cabinet, or
 - (ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.
- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director for Capital Projects and Property to be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £102,300 - £119,000 as set out in the Council's Pay Policy Statement.
 - c. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
 - d. That the committee agrees that if the successful candidate decides not to accept the role for any reason and there is an alternative appointable candidate recommended by the Member Panel, that this candidate is appointed to the role subject to (a), (b) and (c) above.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

7. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR CAPITAL PROJECTS AND PROPERTY

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON WEDNESDAY, 13TH APRIL, 2022, 5.30 - 5.35 PM

PRESENT: Councillor Zena Brabazon (in the Chair), Councillor Tammy Palmer, and Councillor Reg Rice.

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and it was noted that the public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillors Adje, Basu, Davies, and Dennison.

Councillors Brabazon and Palmer were present as substitutes. It was agreed that Councillor Brabazon would Chair the meeting.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING

The Committee considered the report of the Chief Executive on the appointment to the post of Assistant Director for Schools and Learning. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

Following consideration of the exempt information, it was

RESOLVED

To accept the recommendation of the Member Panel and not to appoint a candidate to the post of Assistant Director for Schools and Learning. To agree that the post of Assistant Director for Schools and Learning should be re-advertised.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

7. EXEMPT - APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING

The Committee considered the exempt information.

CHAIR:

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON TUESDAY, 19TH APRIL, 2022, 5.35 - 5.40 PM

PRESENT: Councillor Peray Ahmet (in the Chair), Councillor Julie Davies, and Councillor Paul Dennison.

In attendance: Councillor Seema Chandwani

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and it was noted that the public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillors Adje, Basu, and Rice.

Councillor Ahmet was present as substitute. It was agreed that Councillor Ahmet would Chair the meeting.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF DIRECTOR OF CUSTOMERS, TRANSFORMATION, AND RESOURCES

The Committee considered the report of the Chief Executive on the appointment to the post of Director of Customers, Transformation, and Resources. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

Following consideration of the exempt information, it was

RESOLVED

1. To accept the recommendation of the Member Panel and appoint the recommended candidate to the post of Director of Customers, Transformation, and Resources subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Director of Customers, Transformation, and Resources when:
 - (a) no objection has been made by any member of the Cabinet, or
 - (b) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.
2. Subject to (1) above, to agree that the appointment of the candidate to the post of Director of Customers, Transformation, and Resources to be on the salary that is proposed to the Staffing and Remuneration Committee by the Member Panel. This will be in the range of £120,990 - £140,781 as set out in the Council's Pay Policy Statement.
3. Subject to (1) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
4. To agree that, if the successful candidate decides not to accept the role for any reason and there is an alternative appointable candidate recommended by the Member Panel, that this candidate is appointed to the role subject to (1), (2), and (3) above.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

7. EXEMPT - APPOINTMENT TO THE POST OF DIRECTOR OF CUSTOMERS, TRANSFORMATION, AND RESOURCES

The Committee considered the exempt information.

CHAIR:

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON THURSDAY, 8TH SEPTEMBER, 2022, 5.05 - 5.15 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Peray Ahmet, Councillor Seema Chandwani, and Councillor Marsha Isilar-Gosling.

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and it was noted that the public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillors Ali, Davies, and Stennett.

Councillors Ahmet and Chandwani were present as substitutes. It was agreed that Councillor Rice would Chair the meeting.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF DIRECTOR OF ENVIRONMENT AND RESIDENT ENGAGEMENT

The Committee considered the report of the Chief Executive on the appointment to the post of Director of Environment and Resident Engagement. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

Following consideration of the exempt information, it was

RESOLVED

1. To accept the recommendation of the Member Panel and appoint the recommended candidate to the post of Director of Environment and Resident

Engagement, subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Director of Environment and Resident Engagement when:

- (a) no objection has been made by any member of the Cabinet, or
- (b) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.

- 2. Subject to (1) above, to agree that the appointment of the candidate to the post of Director of Environment and Resident Engagement to be on the salary that is proposed to the Staffing and Remuneration Committee by the Member Panel. It was noted that the agreed rate of pay to be offered was in line with the amount advertised in accordance with the Council pay range of HB2 £120,990 - £140,781.
- 3. Subject to (1) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
- 4. To agree that, if the successful candidate decides not to accept the role for any reason and there is an alternative appointable candidate recommended by the Member Panel, that this candidate is appointed to the role subject to (1), (2), and (3) above.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

7. EXEMPT - APPOINTMENT TO THE POST OF DIRECTOR OF ENVIRONMENT AND RESIDENT ENGAGEMENT

The Committee considered the exempt information

CHAIR: Councillor Reg Rice

Signed by Chair

Date

Report for: Staffing and Remuneration Committee

Date: Thursday, 20 October 2022

Title: Update on the Insourcing of ALMO

Report

Authorised by: David Joyce, Director of Housing, Regeneration and Planning

Lead Officer: Tasleem Hamid, PH Programme Manager

Ward(s) affected: All

Report for Key/

Non Key Decision: Non-key

1. Describe the issue under consideration

- 1.1. This report gives an update on the progress of the insourcing of the council ALMO service – previously known as Homes for Haringey.

2. Recommendations

- 2.1. Staffing and Remuneration Panel is recommended to note this report.

3. Update on the Insourcing Programme

- 3.1 In July 2021, the Cabinet approved commencement of an 8-week consultation period on the proposal to insource Homes for Haringey services and staff. In December 2021, the Cabinet noted the results of the resident consultation and approved the go-ahead of insourcing during 2022.
- 3.2 Detailed work was undertaken to implement the insourcing of HfH staff and services, with a target date of 1st June 2022 for the transfer to take place. Outlined below are the main strands of activity prior to the transfer date:
- Formal consultation with senior managers on structure proposals .
 - Briefings for all staff in both HfH and the Council
 - Formal notice to terminate the HfH Management Agreement Termination Agreement drafted to ensure transfer of assets and liabilities
 - Co-design of future resident engagement arrangements Service integration plans in place for key service areas
 - Internal and external communications planning including branding IT transition projects including internet, intranet and email accounts Formal TUPE consultation with HfH staff Resident communication about imminent new service arrangements
 - Formal consultation with senior managers on structure proposals Briefings for all staff in both HfH and the Council Formal notice to terminate the HfH Management Agreement Termination
 - Agreement drafted to ensure transfer of assets and liabilities
 - Co-design of future resident engagement arrangements Service integration plans in place for key service areas

- Internal and external communications planning including branding IT transition projects including internet, intranet and email accounts Formal TUPE consultation with HfH staff Resident communication about imminent new service arrangements
- Reviews to integrate service delivery across housing services Consult residents and co-produce future engagement arrangements
- An EqlA was undertaken.

3.3 The transfer of staff was completed successfully on the 1st of June 2022 with 740 employees transferred to the council. Attached (at Appendix 1) are the structure charts for Placemaking and Housing, and Adults and Communities which show the new senior structures agreed.

3.4 Since the transfer, further work has been undertaken including:

- A series of Lets Talk staff sessions were arranged hosted by the Director of Placemaking & Housing, Director of Adults and Communities and the Director of Customer, Transformation and Resources with support from HR.
- As part of the staff inductions, staff equalities networks were promoted to ensure a positive transition for staff with protected characteristics.
- “meet and greet” sessions – directors and the Cabinet member conducted a walkabouts of the staff offices to meet staff;
- Director “Roadshows” have taken place – both in person and virtual. An informal discussion session where staff are invited to ask questions.
- A further paper was taken to Cabinet on 19 July 2022 outlining proposals for resident engagement.

3.5 In general, the staff both already in the council and the staff being transferred have welcomed the changes. The general feeling is that this will allow closer working and more synergy in delivering services. There are obviously some issues with the consolidation and streamlining of policies and working practices, but staff are working well together to resolve any concerns.

3.6 Since the transfer, we have now successfully recruited to the Post of Operational Director of Housing Services and Building Safety. The postholder will now actively take forward the further review of services and focus on the next stage of integration.

4. Next Steps

4.1 Now the services have transferred into the council, the next stage of the process will involve reviewing staff structures and revising policies and procedures to help reshape service delivery to achieve the improvements as outlined previously to cabinet. These are being led by the Assistant Directors of the services and will follow the Council’s relevant process in terms of staff and member engagement.

5. Contribution to strategic outcomes

5.1 The confirmed continued improvements and reviews contribute to Priority 1 of the Borough Plan, in particular outcome 3 ‘We will work together to drive up the quality of housing for everyone.’

6.0 Statutory Comments

6.1 Finance

As this is an update report, there are no financial implications arising.

6.2 Legal

As this is an update report, there are no financial implications arising.

6.3 Procurement

Strategic Procurement notes the contents of this report and confirms there are no procurement implications.

6.4 Equalities

Equalities notes contents of this report, and the inclusive approach taken.

7.0 Use of appendices:

Appendix 1

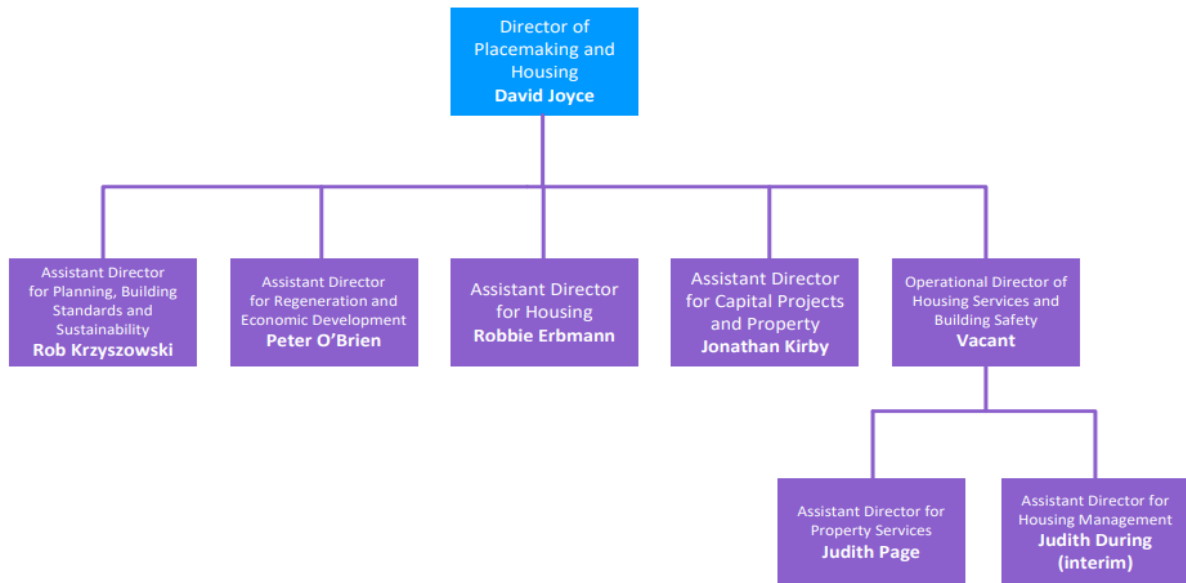
[Cabinet report 19 July 2022](#)

8.0 Local Government (Access to Information) Act 1985 : Not applicable

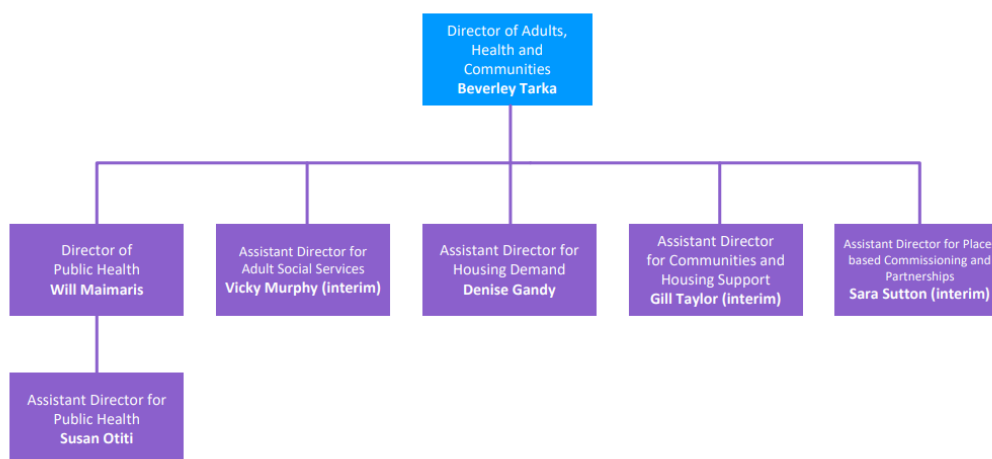
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APPENDIX 1

Placemaking and Housing



Adults, Health and Communities



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Report for: Staffing & Remuneration Committee

Title: People Report - June 2022

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Karen Gooday, Head of Employment, Reward & Transformation

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To note the report.

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

The People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers, sickness absence and Apprentices as shown in Appendix A.

6.1. People Report Headlines

- 6.1.1 Following the recent insourcing of Homes for Haringey the Council's established workforce in June 2022 increased significantly by 27.2% when compared to the previous quarter. As a result, our base pay bill has also increased by 24.7% due to the Council employing an additional 740 headcount (716.5 FTE) which includes Craft Workers, Officers and Senior Managers.
- 6.1.2 The total percentage of agency workers as a portion of the total workforce has decreased to 16% because Homes for Haringey had a far lower proportion of agency workers in their workforce than the Council did before the TUPE transfer. The proportion should therefore now be lower on an ongoing basis than it has historically been. Whilst the Council aims to reduce the level of agency workers there will also be a requirement to use this type of workforce to help fill short term or stop gap situations where the Council needs to address an imbalance in the workforce, workload or whilst permanent recruitment is undertaken, in order to continue delivering key services to our residents. The Council will continue to monitor this. Agency headcount has increased whilst FTE and spend have decreased in June compared to March. The reduction in FTE and spend in June is artificial and caused by the two bank holidays in this month for the Queen's Jubilee.
- 6.1.3 We currently have 73 'off payroll' workers who have a day rate of over £500. This figure also includes Local Government Resourcing Partnership (LGRP) workers and those from other frameworks who migrated across to the new system (Matrix) in January 2022. This figure is also inclusive of 3 Interims/ Consultants who transferred across from Homes for Haringey. Culture, Strategy & Engagement and Placemaking & Housing currently has the highest utilisation of this type of worker.
- 6.1.4 During the last rolling year period of 1st July 2021 to 30th June 2022 51% of new starters were under 40 years old, where as 43% of leavers were under 40.
- 6.1.5 It should be noted that the headcount and FTE of employees TUPE'd from Homes for Haringey is inclusive in the established workforce data.
- 6.1.6 All sickness rates have reduced during this reporting period when compared to March 2022. Whilst the number of average sickness days of 8.7 is higher than that of the Council's target of 6 days, it is lower than the median for all London boroughs, which is 9.4. Given the substantial reduction in sickness compared to the previous period, further analysis was undertaken to establish whether this was a trend or a one off reduction. The sickness rate in the year to July 2022 was 9.2 days, indicating that the figure of 8.7 does not represent a significant downward trend.

6.1.7 The number of apprentices have reduced to 71 when compared to the previous quarter due to employees completing programmes and others pausing their programmes. Since June 2022 a further 10 apprentices have started, resulting in the total increasing to 81. These figures now reflect the recent changes to directorates within the Council.

7. Contribution to strategic outcomes

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

The production of this report will complement the reports produced by Finance to give officers and members a set of management controls that will help track the reduction in the workforce, both on and off payroll; and the associated spend across the Council.

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers, and performance management exercises.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Head of Legal and Governance, Equalities

8.1 Chief Finance Officer

There are no direct financial implications arising from this report. The increase in the Council's establishment and pay bill following the recent insourcing of Homes for Haringey has gone hand in hand with a corresponding transfer of staffing budgets from the ALMO.

8.2 Head of Legal and Governance

There are no legal implications arising from this report. The report is for information only

9. Use of Appendices

Appendix A - People Report (June 2022)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report

June 2022

Appendix A



Measure	Data Period	Reporting Period					% Change
		Sep 2021	Dec 2021	Mar 2022	Jun 2022	Status	Mar 2021 to Jun 2022
Established Workforce							
Headcount	M	2476	2562	2570	3268	↑	27.2
FTE	M	2241.7	2296.5	2310.8	2986.0	↑	29.2
Cost base pay - monthly (£000)	M	£7,307	£7,408	£7,627	£9,509	↑	24.7
Cost base pay - annualised (£000)	M	£87,684	£87,685	£91,524	£114,108	↑	24.7
Average cost per FTE (£000)	M	£39.1	£38.2	£39.6	£38.2	↓	
Off Payroll Workforce - Agency (from March 2022 excludes £500+)							
Headcount	M	646	588	640	702	↑	9.7
FTE	M	542.5	483.0	546.8	517.0	↓	-5.4
Cost - monthly (£000)	M	£2,365	£2,236	£2,724	£2,641	↓	-3.0
Cost - annualised (£000)	M	£28,380	£26,832	£32,688	£31,692	↓	-3.0
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M			64	73	↑	14.1
FTE	M			47.7	53.7	↑	12.6
Cost - monthly (£000)	M			£630	£682	↑	8.3
Cost - annualised (£000)	M			£7,560	£8,184	↑	8.3
% Agency of total workforce	M	19.5	18.5	20	16	↓	
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	3122	3150	3274	4043	↑	23.5
FTE	M	2784.2	2779.5	2905.3	3556.7	↑	22.4
Cost - monthly (£000)	M	£9,672	£9,644	£10,981	£12,832	↑	16.9
Cost - annualised (£000)	M	£116,064	£114,517	£131,772	£153,984	↑	16.9
Leavers							
Headcount	RY	282	306	331	364	↑	
FTE	RY	259.2	274.0	300.6	330.7	↑	
% Resignation/ Retirement	RY	81	83	83	80	↓	
% TUPE	RY	0	0	0	0	→	
% Redundancy	RY	7	5	5	7	↑	
% Other	RY	12	12	12	13	↑	
No. Leavers Aged <40	RY	116	130	135	157	↑	
Starters							
Headcount	RY	456	439	428	423	↓	
FTE	RY	412.7	383.0	376.1	364.9	↓	
% Permanent appointments	RY	68	73	70	70	→	
% Fixed term appointments	RY	30	26	29	29	→	
% Temporary appointments	RY	2	1	1	1	→	
No. New Starters Aged <40	RY	206	211	201	215	↑	
TUPE In							
Headcount	M				740		
FTE	M				716.5		

People Report

June 2022

Appendix A



Measure	Data Period	Reporting Period	% Change
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Sickness Absence

		Sep 2021	Dec 2021	Mar 2022	Jun 2022	Status
Sickness rate (average days)	RY	8.5	9.0	9.7	8.7	↓
Long term sickness rate (20+ days)	RY	5.7	6.0	6.5	5.7	↓
Short term sickness rate (<20 days)	RY	2.8	3.0	3.1	3.0	↓
Sickness cost (£000)	RY	£2,241	£2,454	£2,747	£2,864	↑

Apprentices

Adults, Health & Communities	M	13	14	9	16	↑
Children's Services	M	9	8	7	8	↑
Culture, Strategy & Engagement	M	30	31	29	20	↓
Director of Finance	M	8	9	7	8	↑
Environment & Neighbourhoods	M	20	17	10	9	↓
Placemaking & Housing	M	12	13	13	10	↓
Legal and Governance	M	0	0	0	0	→
No. Apprentices	M	92	92	75	71	↓

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

Report for: Staffing and Remuneration Committee

Title: Pay Policy Statement 2023/24

Report authorised by: Jess Crowe - Director of Culture, Strategy and Engagement

Lead Officer: Dan Paul - Chief People Officer

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

- 1.1 The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at Full Council on 1st March 2022.
- 1.2 The attached Pay Policy Statement provides an update for publication in April 2023.

2. Cabinet Member Introduction

- 2.1 Not required for the S&R Committee.

3. Recommendations

The committee are asked to:

- 3.1 Approve the draft Pay Policy Statement 2023/24, attached at Appendix A;
- 3.2 The Director for Culture, Strategy and Engagement is also authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as considered minor; and
- 3.3 That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 2 March 2023.

4. Reason for decision

- 4.1 In accordance with sections 38 and 39 of the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31st March of the previous financial year.

5. Alternative options considered

- 5.1 The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

6. Background information

6.1 The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement and we have followed the relevant statutory guidance.

6.2 The Act does not take away Haringey's powers to make decisions about pay or to set pay policies but do require us to be open about how decisions are made and to promote fair pay in the public sector particularly for lower paid staff.

6.3 The Act also stipulates that we should publish our policies towards pay on the Council's website and ensure that these are kept up-to-date.

7. Contribution to strategic outcomes

7.1 The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

8. Statutory Officers' comments

8.1 Head of Legal and Governance

Section 38(1) of the Localism Act 2011 requires local authorities to produce and by resolution of Full Council, approve a Pay Policy statement for each financial year. The Localism Act prescribes information to be included in the statement. As soon as is reasonably practicable following approval, the statement must be published, including publication on the Council's website.

In May 2022 statutory guidance on the making and disclosure of special severance payments by local authorities in England was published. Payments must represent value for money, should only be made when there is clear evidenced justification for doing so and should be approved according to a process set out in the guidance which requires, depending on the level of payment, approval by a vote of full council, approval by the Head of Paid Service and Leader or in accordance with the authority's scheme of delegation. It is expected that local authorities should publish their policy and process for approving these payments.

The Pay Policy Statement attached fulfils the requirements of the Localism Act 2011.

8.2 Chief Finance Officer

There are no direct financial implications arising from this report.

8.3 Equalities

The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:

Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.

Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;

Foster good relations between people who share a relevant protected characteristic and people who do not share it;

A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Pay Policy Statement supports the Council’s approach to remuneration for its workforce in an accountable, fair and transparent way. This therefore supports the Council’s equalities policy and promotes equal pay.

9. Use of Appendices

9.1. Appendix A - Haringey Council’s Pay Policy Statement

10. Local Government (Access to Information) Act 1985

Not Applicable

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Pay Policy Statement

2023/24

Published
April 2023

1. Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however, it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement has been approved by Full Council on 2 March 2023 and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4. This statement does not apply to Council employees based in schools.
- 1.5. The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 (“the Code”), published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.
- 1.6. Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid £50,000 or more per year that fall within the scope of the Accounts and Audit Regulations 2015 is published on the Council’s website.

2 Governance arrangements for pay and conditions of service within Haringey

- 2.1. The Staffing & Remuneration Committee as referred to in the Council’s constitution Part three, section B under its Terms of Reference has responsibility for the terms and conditions of service for all staff. The Staffing & Remuneration Committee is a Committee of Full Council.
- 2.2. The Staffing & Remuneration Committee is accountable for the remuneration of Directors, Assistant Directors and specified statutory officers as detailed in the Council’s Constitution and pay in general and will ensure that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation. This Committee will remit the Pay Policy Statement for approval by Full Council.

3 Remuneration arrangements of the Chief Executive, Directors, Assistant Directors and Heads of Service/Senior Professional III graded employees

- 3.1. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff. Changes to pay bands for the Chief Executive, Directors, Assistant Directors and Heads of Service/Senior Professional III graded employees are approved by the Staffing

and Remuneration Committee, other than for annual nationally and/or regionally agreed increases. The pay bands are at Appendix A.

- 3.2 Where it is proposed to appoint to a Director or Assistant Director post or other statutory officer post that comes within the remit of the Committee in the Constitution, the Staffing and Remuneration Committee must consider and approve the proposed salary.
- 3.3 The salary applicable to Director and Assistant Director posts is published on the Council website.
- 3.4 Pay scales are increased in line with national and regional pay agreements. Progression through the applicable pay band will be contribution led based on individual, team and/or organisation performance. It will not be automatic, and the process will be overseen by the Chief Executive.
- 3.5 The Council may in exceptional circumstances, engage employees under contracts for services. The Council publishes in accordance with the Code details of all payments made under contracts for services in excess of £500 on the Council website.

4 Remuneration of other employees

- 4.1 Pay scales are increased in line with national and regional pay agreements.
- 4.2 For a majority of its employees who are not covered by local arrangements, the Council supports the NJC and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine (the exceptions to this are a small number of staff who are subject to the Soulbury, Teachers and NHS terms and conditions.)
- 4.3 The Council considers it important to be able to locally determine pay rates for some staff where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff.
- 4.4 The Council employs a small number of employees who are Educational Psychologists and Education Advisers/Inspectors and uses the pay scales recommended by the Soulbury Committee for these employees.
- 4.5 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.
- 4.6 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.

- 4.7 Employees subject to NJC conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.
- 4.8 Employees subject to NHS conditions are able to progress through the steps in their pay band subject to the principles set out in the Framework Agreement on the reform of Agenda for Change.
- 4.9 Employees subject to TPAC and Soulbury conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1st of September each year until they reach the top of their grade.

5 Remuneration of the lowest-paid employees

- 5.1 The Council approved with effect from May 2011 that in future the pay of Council employees at the lower ends of the pay spine receive a level of pay in line with the London Living Wage rate as determined from time to time by the Greater London Authority. This will be by way of an hourly pay supplement as appropriate to ensure that the London Living Wage rate is achieved.
- 5.2 In November 2018 the Council became an accredited Living Wage Employer.

6 Job Evaluation

- 6.1 The pay grades and therefore remuneration levels of employees (except for centrally employed Teachers who are subject to the Teachers Pay and Conditions documents) are determined by the use of a job evaluation scheme. Job Evaluation is a systematic process used to determine the relative worth of jobs within the organisation. It creates a rank order from the smallest to the largest job and ensures that consistent decisions in grades and rates of pay are made.
- 6.2 The table at Appendix B outlines the job evaluation schemes used for each group of employees.

7 Pay Multiple

- 7.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.
- 7.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (i.e. all taxable earnings for including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind). The calculation of earnings excludes the cash value of pension provision.
- 7.3 The Council defines its lowest paid employees as those paid on the lowest pay spine point of 1 on the GLPC outer London pay spine. The reason for this

definition is that this is the lowest pay spine point in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added when necessary to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.13.

Description	2022/23
Highest Paid	£221,276
Median	£34,809
Lowest	£22,431
Highest to median ratio	6.4
Highest to Lowest ratio	9.9

*The salary for the highest paid employee (Chief Executive) includes an allowance paid for Returning Officer duties as outlined in paragraph 10.2

8 Pay on Appointment

- 8.1 All employees are normally appointed on the lower half of the pay range appropriate for their grade.
- 8.2 The Council delegates authority to the Chief Executive and Directors as appropriate to appoint staff above this part of the pay range.

9 Market Allowance Payments

- 9.1 The Council acknowledges that our workforce is our most valuable asset when it comes to enabling and delivering services for those who live, work, study or visit the borough. Due to external market factors, allowances may need to be paid to some posts in order to attract and retain staff of the appropriate calibre.
- 9.2 Market allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.
- 9.3 A market allowance is deemed suitable where there is evidence of one or more of the following:
- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
 - Pay benchmarking exercises show that similar local authorities offer market allowances or a higher salary for the same work.
 - A national / local skills shortage where the Council is competing with a number of other employers for applicants.
 - The post is highly specialised with a limited number of potential applicants.
- 9.4 If the post does not meet the suitability criteria the payment of a market allowance is unjustified and may be in breach of equal pay legislation contained in the Equality Act 2010.

10 Fees for Election Duties

- 10.1 Council staff may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.
- 10.2 Returning Officer duties (and those of the Deputy Returning Officers) are contractual requirements, and fees paid to them for national elections / referendums are paid in accordance with the appropriate Statutory Fees and Charges Order and are paid by the body responsible for the conduct of the election.

11 Pension

- 11.1 There are three pension schemes covering the Council's employees.
- 11.2 A majority of its employees are entitled to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published on the Council's website.
- 11.3 Centrally employed Teachers are entitled to join the Teachers' Pension Scheme and receive benefits in accordance with the provisions of that Scheme.
- 11.4 Public Health employees who transferred from the NHS and are members of the NHS Pension Scheme continue to receive benefits in accordance with the provisions of that Scheme.

12 Other Terms and Conditions of Employment

- 12.1 The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.
- 12.2 The Council and trades union agreement, Equal Pay Review 2008, outlined the working arrangements and the payments to be made to the majority of employees below senior manager level. This included arrangements for working outside normal working hours including overtime and call out payments.

13 Payments on Termination of Employment

- 13.1 In the event that the Council terminates the employment of an employee on the grounds of redundancy they will receive compensation and benefits in accordance with the Council's Redundancy scheme, which is published on the Council's website. Variations to this are employees who have TUPE transferred into the Council with different contractual entitlements.
- 13.2 Severance payments of £100,000 or more must be considered and approved by the Staffing & Remuneration Committee.
- 13.1 The Council has agreed a process for the approval of special severance payments in line with the statutory guidance published by the the government in May 2022.

- 13.2 Details of redundancy compensation payments paid to senior management are published on the Council's website.

14 Re-employment of Employees

- 14.1 Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

- 14.2 Should a successful candidate be in receipt of a redundancy payment the Council will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) regarding the recovery of redundancy payments. The rules of the Local Government Pension Scheme also have provisions to reduce pension payments in certain circumstances to those who return to work within local government service.

15 Further Information

For further information on the Council's Pay Policy please contact the Council's Head of Employment, Transformation and Reward.

Appendix A

Senior Manager Pay Bands as at 1 April 2021

Level	Category	Step	Point 1 (Minimum Pay Band)	Point 2	Point 3	Point 4	Point 5	Point 6 (Maximum Pay Band)
A	Chief Executive	HA2	£188,385	£193,359	£198,333	£203,307	£208,278	£213,252
B	Directors / Assistant Directors	HB3	£148,596	£153,468	£158,241	£163,113	£167,883	£172,755
		HB2	£120,990	£124,947	£128,907	£132,864	£136,824	£140,781
		HB1	£103,836	£107,184	£110,637	£113,985	£117,438	£120,786
C	Heads of Service / Senior Professional III	HC3	£88,002	£91,047	£94,092	£97,239	£100,284	£103,329
		HC2	£75,111	£77,649	£80,187	£82,824	£85,362	£87,900
		HC1	£64,860	£66,891	£68,919	£70,950	£72,981	£75,009

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
National Joint Council (NJC) for Local Government Services - Green Book (the majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	With effect from April 2021 all London pay spines have been up-rated by 1.75 %.	1 April 2022 (To be agreed)
Chief Executive, Chief Officers & Senior Managers	The HAY job evaluation scheme	With effect from April 2021 an increase of 1.5 %.	1 April 2022 (To be agreed)
Teachers Pay & Conditions - TPAC (centrally employed Teachers)	Teachers Pay and conditions documents	The government accepted to fully implement the recommendations contained in the School Teachers' Review Body's (STRB) 32nd Report. A 5% cent increase for most teachers, with bigger increases for Early Career Teachers (max 8.9 per cent outside of London). This pay increase has been adopted by the council and all teachers will receive a pay award.	1 September 2023 (To be agreed)
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	With effect from September 2021: a) an increase of 1.75% on all pay points on the Educational Improvement Professionals' pay spine, Young People's/Community Service Managers' pay spine and Educational Psychologists' pay spines. b) an increase of 1.75% on all London and Fringe area allowances.	1 September 2022 (To be agreed)
Public Health (ex-NHS staff)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or Hay scheme for those whose roles have been reviewed since the transfer date to the Council)	3% pay award uplift for NHS staff within the scope (excluding any staff already covered by a multi-year pay deal).	1 April 2022 (To be agreed)
Craft workers	Joint Negotiating Committee (JNC)	With effect from April 2021 1.75% on basic salary and allowances.	1 April 2022 (To be agreed)

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Report for: Staffing & Remuneration Committee,

Title: New HR Policies – Sickness Absence, Ill Health Retirement and Honorary, Acting Up & Secondment and Disability Leave

Report authorised by: Jess Crowe, Director of Culture, Strategy & Engagement

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

Report for Key/ Non-Key Decision: Non-key

1 Describe the issue under consideration

The report outlines the content of three HR policies:

- Ill Health Retirement – a revision and update of the existing policy.
- Honorary, Acting Up and Secondment – a new policy to be considered for the first time.
- Sickness Absence – a revision and update of the existing policy.
- The introduction of Disability leave which is a new leave entitlement.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

To consider and approve each of the following policies, attached at appendices A-D:

- Ill Health Retirement Policy; and
- Honorary, Acting Up and Secondment Policy;
- Sickness Absence Policy.
- Disability Leave

4 Reason for decision

The policies are brought to the Staffing and Remuneration Committee in line with the HR policy review schedule previously agreed with members. They have undergone extensive consultation with the trade unions, the employee network groups, and the views of a group of business managers have been sought. The views of each group have been included in the final versions attached at Appendices A–D.

5 Alternative Options Considered

Not applicable.

6 Background information

6.1 The Ill Health Retirement policy, attached at Appendix A, is an update to the policy that was first approved by the Committee in 2008 and revised in 2012. The policy has been revised to clarify:

- The level of management that can make the final decision about whether or not to offer ill health retirement, taking all medical advice into account.
- The information on making reasonable adjustments has been strengthened following the publication of a new set of guidance and the appointment of an Equalities, Diversity and Inclusion lead in HR.
- There is more detail regarding options other than ill health retirement, such as temporarily or permanently reducing the hours of work; redeployment to another post or introducing reasonable adjustments.
- The details regarding the process of application has been clarified and is now clearer and easier to understand.
- Details are included for the process to be followed if ex-employees make contact to request consideration of ill health retirement.

6.2 The Honorarium, Acting Up and Secondment policy, attached at Appendix B, is a new policy which brings together two existing policies relating to Additional Duties and Secondment and introduces information relating to payment of an honorarium allowance. The purpose for combining the policies is to provide consistency and a more uniform approach to this element of career development.

The distinction between each of the three elements is clearly defined:

- An Honorarium is paid in recognition of a significant amount of additional work that is undertaken which is beyond the scope of the individual's job description. It may be paid for up to a maximum period of 12 months.
- An Acting up allowance is paid when the full responsibilities of a higher graded role are undertaken by one or more people, with support and guidance as needed from the line manager. The arrangement may be used to fill a vacancy pending recruitment, or to provide cover for longer term absence such as sickness, parental leave or a career break. The policy also introduces a normal maximum period for acting up. An acting up allowance may be paid for a maximum of two years. If the acting up allowance is paid to more than one person, a percentage split is determined by the line manager, which may not be more than 100% in total.
- A secondment is a mutually agreed temporary move of an employee to another job either within the council or to an external organisation. The move is time limited, but only in genuinely exceptional circumstances may it be for more than two years in total. Exceptional circumstances

may include external funding extensions or unexpected additional absence of the substantive postholder, for example.

6.3 The Sickness policy, attached at Appendix C, is a revised version of the existing policy. The key revisions include:

- A better balance within the policy to ensure the health and wellbeing of the employee is considered, as well as allowing for a formal process for managing sickness absence.
- Clarification on manager contact arrangements for employees for those working non-standard office hours.
- A clear definition of long and short term sickness is given.
- The stages when formal action is taken are clarified. The Intermediate Stage is renamed as Stage 2 and information is provided to enable managers to arrange review stages in between formal stages.
- When a phased return is recommended, the policy clarifies that this is for a maximum of 6 weeks and thereafter either the flexible working provision or annual leave must be used. Until now, an individual used sick leave or annual leave from the first day of the phased return.
- A new provision for up to 5 days of Disability Leave has been added to enable time to be taken for regular medical appointments, assessments or rehabilitation without this being taken into account for trigger levels, or being logged as sickness.

6.4 During the consultation regarding the revised Sickness Policy, It was proposed that Disability Leave is introduced. This is a new type of leave which is referenced in the Sickness policy but will be incorporated into the Leave and Time Off Policy. Please see attached at Appendix D. This type of leave:

- Will be available for employees who record themselves as having a disability.
- Has an entitlement of 5 days (pro-rata for part time staff) in a rolling twelve-month period (leave can be taken in half days).
- Will be available for leave related to their disability, for reasons of rehabilitation, assessment or treatment.
- Is not to be used instead of sickness. If the individual is too unwell to work, that should still be recorded as sickness (or disability related sickness).

7 Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

7.1 Finance

There are no direct financial implications arising from this report.

7.2 Corporate Governance (Legal)

The Council has an obligation to ensure that its policies and procedures take in to account its obligations under section 20 of the Equalities Act 2020 (Duty to Make Reasonable Adjustments) in this case of a disabled employee who suffers from a physical or mental impairment with long terms adverse effect which could be reason for their absence from work. The proposed update of the ill health retirement policy and incorporating, Disability Leave into the sickness policy will complement this duty.

The Council must also be prepared to constantly review its policies and procedure to ensure it complies with current legislation and is fit for purpose. The recommendations in this report seek to achieve this.

There are no adverse legal implications arising from the recommendations proposed in this report.

8 Use of Appendices

Appendix A: Ill Health Retirement Policy

Appendix B: Honorarium, Acting Up & Secondment Policy

Appendix C: Sickness Absence Policy

Appendix D: Disability Leave

9 Local Government (Access to Information) Act 1985

Not applicable.

Appendix A

ILL HEALTH RETIREMENT POLICY

October 2022

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4	Role of Occupational Health
4.1	Initial recommendation
4.2	Role of the Independent Occupational Health Doctor
5	Role of the Head of Service
6	Right of Appeal
6.1	Tier 1
6.2	Tiers 2 or 3
6.3	Appeal Process
7	Review of Benefit Payments at Tier 3
8	Links to Other Policies
9	Ex-employees Requesting Ill Health Retirement
10	Links to Other Policies

1 Purpose

This Policy describes the policy for procedure for decisions on ill health or medical retirement.

The medical retirement of an employee on the grounds of permanent ill health is a serious decision and has implications for the Council and for the individual. Requests by the employing directorate for occupational health advice regarding retirement on ill health grounds requires the involvement of an independent occupational health doctor. However, the decision whether to accept the recommendation made by Occupational Health and to retire an employee on the grounds of permanent ill health is the decision of the Head of Service and is made based upon all the medical advice received.

Retirement on the grounds of ill health should be the option of last resort. It is not a replacement for redundancy, capability, flexible retirement or as a means for meeting reduced budgets.

2 Scope

The procedure covers ill health retirement for all employees who are members of the local government pension scheme.

3 General Principles

- The employee's line manager must ensure that all reasonable efforts have been made to assist the employee in carrying out the duties of their substantive post, which may include making reasonable adjustments or modifications and exploring redeployment opportunities.
- The role of Occupational Health is advisory only and includes a second assessment of the recommendation of Occupational Health by an Independent Occupational Health Doctor.
- The employee's Head of Service will make the final decision taking medical advice into account.
- Employees have the right of appeal against the decision not to award retirement on the grounds of ill health and to appeal a decision made at either Tier 2 or 3. There is no right of appeal at Tier 1. Details of the retirement tiers is given in Section 5.3
- The process outlined in the Sickness Absence policy must be followed to ensure that a final meeting is arranged in order to dismiss the employee on ill health grounds before ill-health retirement benefits can begin.

4 Role of the Line Manager

4.1 Options other than ill health retirement

As ill health retirement is a last resort, managers must first explore all other options to support the employee back into work by making reasonable adjustments that may be helpful. Further information regarding reasonable adjustments can be received from Occupational Health, with guidance on the intranet or from the Equality, Diversity and Inclusion Lead. Other options to support the employee may include exploring the possibility of medical redeployment to other work which would be more suitable to the capabilities, skills & experience of the employee or may include discussing the option of reducing working hours so that the working week is more manageable.

Medical redeployment is conducted in the same way as other redeployment and full details of the process are given in the Organisational Change Policy and the Sickness Policy.

If other options have either been tried and been unsuccessful or if they are not a viable alternative given the employee's specific circumstances, it may be necessary for the manager to consider ill health retirement. This option should be discussed with the employee in full and their consent given before a referral is made so that the process is fully understood.

4.2 Referral to Occupational Health for Ill Health Assessment

A referral to occupational health is made by the line manager using the standard referral form. The referral must make it clear that advice is needed regarding the possibility of ill health retirement, and if applicable, details must be provided regarding the adjustments to working practices, additional equipment or working hours that have already been made. A copy of the current job description must be included with the referral.

5 Role of Occupational Health

5.1 Initial Recommendation

Occupational Health are responsible for collating the medical information necessary to enable a recommendation to be made based on all the medical information available and by speaking to the employee. Additional medical information may include a report from the employee's GP, hospital consultant, or other medical practitioner. Following the initial assessment, a recommendation will be made. An independent Occupational Health doctor will then be approached by the occupational health team to provide a second opinion.

The Head of Service can only agree to ill health retirement once the independent medical practitioner has confirmed that the employee meets the pension criteria (Regulation 36 of the LGPS Regulations 2013). The independent medical practitioner will also make a recommendation as to which level of ill health retirement the employee is eligible for and returns a certificate confirming this. When the certificate is received, the Head of Service must decide whether to accept the recommendation given on the certificate, and the tier of retirement to award (See Section 5.3).

5.2 Role of the Independent Occupational Health Practitioner

The Independent Medical Practitioner will certify whether or not, in their opinion and on the balance of probabilities, the pensions criteria for satisfying the entitlement to an ill health retirement benefit has been met. In coming to a decision, the doctor will have regard to the Ill-Health Statutory Guidance and consider whether or not the employee is permanently incapable of *“discharging efficiently the duties of the relevant local government employment because of ill health or infirmity of mind or body”*.

The factors which will be taken into consideration by the independent doctor in making the final recommendation will include:

- The rate and degree of any recovery
- An assessment of the employee’s level of ability
- The tasks which are necessary to be done in order to carry out the job role
- Access to the site of the employment
- Whether any modifications or adaptations could be made which would allow the job tasks to be performed effectively
- Whether a relocation or redeployment could be carried out in order to enable the employee’s abilities to be utilised elsewhere
- Whether all treatment options have been exhausted

If the decision is to recommend ill health retirement, a certificate will be issued which states which tier of ill health retirement is recommended.

The Certificate of Ill Health Retirement will be sent to Occupational Health, for it to be sent to the referring manager along with any medical advice. The occupational health report is advisory only, the decision whether or not to offer ill health retirement and the level of benefits to offer rests only with the employee’s Head of Service.

If the independent doctor decides that the criteria for ill health retirement have not been met, the case will be referred back to the Occupational Health who will send an Occupational Health report to the referring manager to this effect.

5.3 Retirement Tiers

There are three tiers of ill health retirement that may be recommended.

- **Tier 1** - where there is no reasonable prospect of the employee obtaining any gainful employment before their normal retirement age.
- **Tier 2** – where although there is no prospect of obtaining gainful employment within three years of leaving, there is a reasonable prospect of the employee obtaining gainful employment before reaching normal retirement age.
- **Tier 3** - where there is a reasonable prospect of the employee obtaining gainful employment within three years of leaving local government employment.

6 Role of the Head of Service

On receipt of the Occupational Health (OH) report and Certificate, the line manager must arrange to discuss the report and recommendation with the Head of Service and Employee Relations Specialist to decide whether or not to accept the medical recommendation and to offer ill health retirement at the suggested level.

Following this, the manager must arrange to formally meet with the employee and their Trade Union or employee representative (as applicable) to discuss the OH recommendation, the decision of the Head of Service and the next steps.

Following this meeting, the Head of Service will confirm the decision in writing giving the last day of service and pension details. On receipt of the signed acceptance by the employee, a copy of all documentation is sent by the manager to the Pensions team to enable them to begin the process for payments. A copy of the documents should also be sent to the Employee Relations Specialist and to HR Operations.

7 Employee's Right of Appeal

7.1 Tier 1 Appeal

The employee has no right to dispute the decision to award Tier 1 Ill health retirement as this awards retirement with full benefits on the expectation that there is no reasonable prospect of the employee gaining employment before their normal date of retirement.

7.2 Appeal of Tiers 2 or 3

There is a right of appeal against the decision not to award ill health retirement and a right to dispute the decision to award at either Tier 2 or 3.

A dispute may only be made on the grounds that either:

- Medical evidence that was available to the OH doctors was not taken into account when making the recommendation or
- New medical evidence had come to light since the recommendation was made.

7.3 Appeal Process

The appeal must be made on the appropriate form and sent to the Head of Service who made the decision within six months of the date of the letter confirming the decision.

On receipt of the appeal, the Head of Service will refer the documentation to the Chief People Officer (as the Specified Person under the LGPS Regulations) and at the same time, will notify the Employee Relations Specialist that an appeal under Stage 1 of the Internal Disputes Resolution Procedure (IDRP) has been lodged which must be chaired by a Head of Service.

If a review of the recommendation is required, the Head of Service (who will be the manager who Chairs the appeal panel) will refer the case to Occupational Health for them to arrange for the documentation to be referred to a new independent occupational health doctor for a third opinion. This third opinion will follow the process outlined in section 5.2, as well as reviewing the documentation submitted by the appeal. They will then write to the Head of Service giving the outcome of the appeal.

If the appeal is upheld, the process outlined in Section 6 of this policy will be implemented.

If the appeal is not upheld the employee must decide whether to accept the decision of the panel or whether to continue with the formal sickness management process.

8 Review of Tier 3 Benefit

There is no requirement for a review of payments for benefits paid at Tier 1 or Tier 2, but a Tier Three benefit is awarded as an interim pension only as the employee is considered as being capable of returning to gainful employment within three years of the start of the payments.

Gainful employment is defined as “*paid employment for not less than 30 hours in each week for a period of not less than 12 months*”. Ex-employees who retire with Tier 3 benefits are required to inform the Pensions Team as soon as they find work so that continuation of payments can be reviewed. Pension payments will stop if the work is considered to be gainful employment as defined in the Regulations. If the Pension Team are not informed when employment is found and pension payments continue, they may be recovered as overpayments.

After eighteen months of pension payments, the Pension Team will contact the ex-employee to confirm their employment status. If the ex-employee is not in gainful employment at the review, a referral will be made to Occupational Health to determine whether the medical situation remains the same.

The recommendation of the Pensions Team may be either

- To continue to pay Tier 3 benefits until the end of the original three year period after the date of termination of employment or
- If a new Certificate is issued which recommends amending the benefit to Tier 2 from the date of the review decision, the Pension Team will make the necessary changes.

10 Ex-Employees Requesting Ill Health Retirement

If a previous employee of Haringey, who had been paying into the pension scheme for at least two years, requests ill health retirement then the following steps should be followed –

- If the ex-employee is an employee of another local authority at the time of the request and is in receipt of a Certificate from an occupational health practitioner which confirms that their health condition meets the criteria for ill health retirement, the Certificate *may* be considered by Haringey without the need for further referral to occupational health.
- The Certificate should be sent to the Employee Relations team in HR who will verify the length of service and number of years payment into the pension scheme. Details will be passed to the Pensions team to enable the payment of pension to begin.
- If the ex-employee is not employed by another local authority and therefore is not in receipt of a Certificate, the HR Employee Relations team, after verifying eligibility by confirming length of service with Haringey and number of years in the pension scheme, will make a referral to occupational health.
- If a Certificate is issued, the paperwork will be processed in HR and then passed to the Pensions team for the pension payment to be processed.

There is no right of appeal for ex-employees.

10 Links to Other Policies

- Organisational Change Policy
- Sickness Absence Policy

Document Control

Key Information	
Title	<i>Ill Health Retirement</i>
Document Type	<i>Policy</i>
Document Status	
Author	<i>HR Employment & Reward Manager</i>
Owner	<i>Head of Employment Reward & Transformation</i>
Contact	<i>HR Senior Specialist (Policy & Projects)</i>
Approving body	<i>Staffing & Remuneration Committee</i>
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Revision History			
Version	Date	Summary of Changes	Name

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Appendix B

HONORARIUM, ACTING UP AND SECONDMENT POLICY

October 2022

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1 Introduction

The Council recognises and values the talents and professional aspirations of our workforce and strives to provide as many as possible opportunities to develop employee's skills and help them gain additional experience. This policy sets out the scope and application process for:

- an honorarium payment which can be offered for short term work done over and above an employee's substantive role;
- an acting up allowance which is defined as a vacancy at a higher grade and where the duties of the role will be managed by one or more employees for a defined period;
- a secondment which may give the opportunity to work in another area of the council or to gain experience in another organisation.

2 Scope of the Policy

This policy applies to all permanent or fixed term Haringey employees who have completed their probation period, excluding those teachers employed under financial delegation to school governing bodies for whom separate arrangements apply.

3 General Principles

3.1 The Council recognises the following elements as fundamental to the implementation of the policy:

- The provision of services is the paramount consideration for the Council.
- Changes to service demand, vacancies or long term planned absence should be used wherever practicable to afford development for staff.
- A transparent process for the allocation of additional duties is a mandatory requirement for managers.
- The Council is keen to reflect the diversity of its communities at all levels of the workforce, we recognise that some groups are underrepresented at senior levels and offering development opportunities may help to redress this.
- The allocation of additional duties and associated allowances must be open, transparent, fair and objectively based upon service need and ability to fulfil need. Such opportunities should be notified to relevant groups of staff.

- Where more than one candidate expresses an interest, selection should be based upon criteria for the position/project to be covered, assessment of candidate skills, and general effect on service provision of the change.
- If the manager wishes to fill a post on a permanent basis, this will need to go through the normal recruitment process. Individuals who are acting up or on secondment cannot be slotted into post.
- Full details of the selection and payment process are given in the Acting Up, Secondment and Honorarium Practice Notes.

4 Honorarium Arrangements

4.1 Definition

A honorarium is a financial reward which may be given to an individual or to a team for carrying out significant additional work which has been done over and above the normal responsibilities of their substantive post. Such duties may include additional work due to increased unplanned workload, time limited project work, unforeseen service needs.

Honorariums will not usually be paid where additional work undertaken is of a like nature to the individual's existing job description. Thus, the payments will only be agreed by the manager if an employee undertakes a significant proportion of additional duties and responsibilities beyond the scope of their day-to-day job. The additional work may be at a higher level or may be at the level of their substantive post but be substantially different in nature to the substantive role.

4.2 Maximum length

Honoraria payments can be made for a minimum of one complete calendar month up to a maximum of 12 calendar months. Additional duties undertaken for less than one calendar month, e.g. to provide limited cover for short term absence or annual leave do not qualify for an honorarium payment.

4.3 Method of Payment

Payment is calculated by taking the difference between the employee's current incremental point and the next incremental point or if the employee is at the top of their pay scale, the bottom incremental point of the next pay grade will be paid. In exceptional circumstances two incremental points may be paid but this must be agreed in advance by the HR Employment & Reward team. Payments will be made monthly as an allowance with salary and will be

subject to the usual deductions for tax, national insurance and pension.

5 Acting Up Arrangements

5.1 Definition

An Acting up allowance is paid when the full responsibilities of a higher graded role are undertaken by one or more people, with support and guidance as needed from the line manager. Acting up arrangements may be used to fill a vacancy pending recruitment or may be longer term to cover for sickness, parental leave, a secondment, career break, or to work on a specific project. They are intended to provide a career development opportunity for employees who have passed their probation period and who want to gain experience at a higher level.

5.2 Recruitment Process

Following the identification of the need to fill a vacancy, and once the decision is taken to offer it as a short-term acting opportunity, the manager must circulate an internal, local advert across the section asking for expressions of interest to be submitted by the closing date. Following the closing date, the applications will be shortlisted and candidates called for interview, with the successful candidate(s) being moved into the higher level post from a date to be agreed.

5.3 Maximum length

An acting up allowance can be paid for a continuous period between 3 months and two years. The period of acting up is defined at the recruitment stage. The employee(s) must cover the full working hours and responsibilities of the post and at the end of the acting up period, they return to their substantive post on pay and conditions no less favourable than they would have received had the acting up arrangement not taken place. An extension beyond two years will not be considered unless there are exceptional circumstances.

Circumstances that may require an extension may include (but are not restricted to) an organisational restructure being started during the acting period, or a project being extended where this was not known at the outset. To request an extension the manager must submit a business outlining the reasons and this must be approved by the Directorate HR Business Partner. An extension may only be given for a maximum of six months. Only two extensions of up to 6 months each (making a total extension period of 12 months) may be agreed.

Acting up arrangements may also be brought to an end earlier than anticipated if, for example, the substantive postholder returns to work earlier than expected or if the post is filled through recruitment. One month's notice will be given to the employee and information passed to HR to enable the necessary changes to be made to the payroll. If at any point during the acting up period, the employee wants to relinquish the additional duties and return to their substantive post, they must notify their manager so that pay adjustments can take place and a transitional handover period put in place so that the impact on service delivery is minimised.

5.4 Method of Payment

Employees who act up will be moved into the vacant role and will be paid the minimum salary point of the higher grade except where this is the same as the employee's current salary point, in which case the next salary point would be paid. If more than one employee is acting up, the additional salary amount will be shared. The employee will also take on the terms and conditions, including incremental progression, relating to the higher post if these are different to their substantive terms. For example, someone on a PO8 grade acting into an HC level grade will be expected to work the hours that are necessary to do the job and will not be restricted to a 36 hour week.

6 Secondment Arrangements

6.1 Definition

An internal secondment is a mutually agreed temporary move of an employee to another job within the council. An external secondment is a time limited move to a job with an external organisation. Secondments may also be from another organisation into the council.

Secondments may be used to fill temporary vacancies arising from short term grant funded projects, temporary vacancies due to maternity, long-term absence, or from backfilling another secondment. Secondment opportunities are open to all staff who have passed their probation and range from 3 months to a maximum of two years unless there are exceptional circumstances which require an extension beyond this period.

They can be an opportunity for an employee to gain valuable experience in a different work area which will help them to develop personally and

professionally and assist in them in career progression. Secondments can also help with raising organisational performance and to allow the exchange of ideas, techniques and approaches between sections, divisions and organisations.

6.2 Recruitment Process

The normal recruitment and selection procedures will be applied to all types of secondments over 3 months in duration.

6.3 Maximum Length

An extension to a secondment over the two year limit will only be considered if a business case is made by the host manager which is supported by the host's Head of Service, and by both the employee's substantive manager and the Directorate HR Business Partner. For example, if an employee is seconded to set up and run a grant funded project for two years and at the end of the period the grant funding is extended for a further period of time, it would not be efficient or cost effective for another recruitment exercise to take place to replace the skills and knowledge of the secondee already in post. Extensions will only be agreed for a maximum of six months, and no more than two extensions will be agreed.

At the end of the secondment, the secondee returns to their substantive post on pay and conditions no less favourable than they would have received had the secondment arrangement not taken place. An employee who returns from a secondment cannot apply for another one for at least 12 months from the date of return.

The anticipated end date of a secondment may be altered due to external circumstances or if either side want to end it earlier than originally intended. It may be brought to an end early providing that the one months' notice is given either by the host department/organisation or by the secondee.

6.4 Method of Payment

Employees who are seconded internally will be moved to the role that they are seconded to and will be paid at the minimum point of the job that they are seconded to, i.e. where the secondment is at a higher level they will be paid at the minimum salary point or if they are seconded to a lower grade, they will be paid at the maximum salary point. Normal incremental progression will apply. Deductions will be made for tax, national insurance and pension.

Employees who are seconded to an external organisation will continue to receive their substantive salary, will retain their existing terms & conditions and

will continue to be paid through the Haringey payroll in the normal way. They will receive any increments that are due to them at the appropriate time and these will be reflected in their monthly salary.

The host service area or host organisation providing the secondment opportunity will be responsible for the secondee's salary and for paying the on costs / allowances for the duration of the secondment. The employee's substantive manager must raise an invoice to be sent to the host organisation for them to re-imburse the full salary and on-costs.

7 Links to Other Policies

- 7.1 The Organisational Change Policy outlines the process which will be followed in the event that the employee's substantive role is part of a restructure or redundancy situation.
- 7.2 The Recruitment Policy outlines the Council's standard recruitment & selection procedure.
- 7.3 The Senior Recruitment Process outlines the recruitment process for senior roles.

Key Information	
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Document Type	Policy
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Sickness Absence Policy

Supporting Health and Wellbeing

October 2022

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1 Purpose

The purpose of this policy is to set out actions and procedures which enable managers to manage employee sickness absence. The approach is intended to be based on sympathy, understanding and compassion whilst managing an employee's sickness absence as well as balancing the needs of the operational needs of the council.

Haringey Council is committed to providing a working environment that promotes employee well being in order to deliver our values.

This policy meets the legislative requirements of the Employment Act 2002 and the Equality Act 2010.

2 Scope

This policy applies to all employees of Haringey Council with the exclusion of teachers directly employed by the Council who have their own procedure.

3 General Principles

- To monitor employee sickness absence against the trigger points
- To take into account and understand personal circumstances to be able to provide support
- That both the manager and employee are aware of their responsibilities in regards to the sickness absence procedure
- To deal effectively and within the framework with absence when it affects the achievements of work and the Council's objectives
- To understand and implement the policy

4 Roles and Responsibilities

4.1 Employees

Employees	Line Managers
Ensure that up to date contact details including telephone and email addresses are with line manager and HR Operations	Consider the Equality Act 2010 in regards to any disability related absences
Report an absence from work as soon as possible to your line manager via a phone call to your line manager before your normal start time. If start time is outside 9am – 5pm hours, the contact may be made by a text message.	Ensure that a healthy workforce is promoted by utilizing workplace risk assessments, occupational health (as necessary) and wellbeing initiatives
Provide documentation as required in a timely manner to cover absence i.e fit notes, appointment letters	Ensure that an attendance review meeting is held as soon as a trigger point is reached

Attend occupational health appointments as necessary either face to face or via the telephone as required, to promote attendance at work and provide consent for reports to be released to line manager	Ensure consistency and fairness and the use of empathy and understanding when applying the policy
Complete associated paperwork such as stress questionnaires, DSE assessments in a timely manner as necessary	Respect employee's rights to confidentiality
Keep managers updated on absence and maintain regular contact with line manager	Ensure appropriate HR and OH advice is sought (see practice notes)
Attend formal meetings if required relating to absence	Ensure regular contact is made during the absence from day one of absence (see practice notes)
	Ensure SAP is updated with employee absence before payroll deadlines each month

4.2 Heads of Service

To be available to chair panels for final sickness meetings
Ensure that the policy is applied fairly and consistently across their service areas
To engage with the HR Employee Relations Team and to identify any potential issues or triggers that maybe causing high levels of sickness and to work on reducing sickness absence within their service

4.3 Human Resources Employee Relations Team

To provide advice on how to implement the policy
To provide support at final sickness meetings to the chair
To provide support and advice to line managers on how to implement the various stages of the policy
To provide advice on medical redeployment processes as required
To provide advice on ill health retirement process as required

5 Other Types of Sickness Absence

5.1 Accidents At Work

For the purposes of sickness absence any time off taken due to an accident suffered at work (this also includes sickness due to an assault at work or an industrial disease) is not counted towards sickness absence triggers and must not be considered for formal action under the sickness absence policy. All other procedures such as Return to Work meetings, OH referrals (as necessary) should be carried out.

5.2 Pregnancy Related Absences

Pregnancy related absences are not included as part of sickness monitoring and absence relating directly to pregnancy has to be recorded on SAP as pregnancy related sickness. If an employee is unfortunate enough to suffer a miscarriage this also needs to be recorded as pregnancy related absence. All other procedures such as Return to Work meetings, Occupational Health referrals remain the same. Please see our Parental Leave policy for further information and guidance. [HR Parental Leave Policy - February 2022](#)

5.3 Disability Leave

Disability Leave is paid additional leave for disabled employees. It can be applied when employees are fit to work but require additional leave for rehabilitation, treatment or assessment directly related to their disability.

An employee with a disability that has been confirmed by occupational health or fits the criteria as defined by the Equality Act 2010 can have an additional 5 days leave for time off related to that disability. Please refer to the practice notes on how to implement disability leave.

6 Short Term and Long Term Sickness Absence

6.1 Short term sickness is defined as absence that is less than 4 weeks in duration. This is the same for all employees whether full time or part time. Short term absence is still subject to sickness monitoring and managers are required to address any concerns that activate triggers (please see section 10 on absence triggers). This is the same for both full time and part time employees.

6.2 Long Term Sickness is defined as a continuous period of sickness absence that is over 4 weeks in duration. This includes planned sickness i.e a surgical operation & recovery period. Usually long term sickness would require a referral to occupational health to identify any potential reasonable adjustments that may be needed to enable an employee to return to work.

An employee returning to work from Long Term sickness may also require a phased return back into the workplace (see section 11.3 on phased returns). This is the same for all employees including part time employees.

7 Reporting Sickness absence

7.1 First day

All employees should speak to their line manager as soon as they are aware that they will not be attending work. This should be no later than 1 hour after their usual start time. For employees who work to a shift pattern or within a service that requires a minimum statutory amount of staff present then managers should be notified as soon as is practically possible but as a minimum 3 hours before the start of their shift. If the hours are unsociable i.e before 8am and after 6pm a text message is sufficient notification. Employees are expected to give an idea of how long the absence is expected to last as much as is reasonably possible. Should the absence continue longer than expected the employee has the responsibility to keep the manager updated regularly.

7.2 Fit Notes

If an employee is off sick for more than 7 calendar days then a fit note from a doctor is required. The fit note must cover the whole of the absence and must be sent directly to the line manager via email. A clear photograph of the whole fit note is acceptable. Fit notes must be provided within a reasonable time frame. If fit notes are not received and there is no satisfactory reason as to why, then the council reserve the right to withhold sick pay entitlement and to claim back any entitlements that have been paid.

7.3 Recording Absence

Managers are required to log the sickness on SAP including the start date of the absence, the reason for sickness and the expected end date. All sickness for the month needs to be entered on SAP by the end of the month to meet payroll deadlines.

8 Return to Work

Once an employee has returned to work, a return to work meeting needs to be held by the manager with the employee and the relevant form completed.

http://intranet/sites/intranet/files/sickness_absence_-_return_to_work_form-2.doc

If regular short term absence or patterned absence occurs this should be recorded in the RTW addressed with the employee and if there is reoccurrence it may be appropriate to hold an Attendance Review Meeting.

9 Sick Pay

Once entitlement to sick pay has been exhausted then an employee would switch to Statutory Sick Pay. Please see practice notes for details of how length of service relates to sick pay entitlements. The HR operations team will give notice via a letter

when an employee is to move from full pay to half pay and from half pay to nil pay when statutory sick pay is paid . The manager should inform the employee in good time (at least 2 weeks) prior to when there is a change in pay . Managers must speak to a member of the HR Operations team if the absence is known to be over 4 weeks or is approaching 4 weeks in duration, to ensure that pay is correctly processed.

10 Sickness Absence Triggers

Managers are required to monitor sickness absence levels within their area, when trigger stages are reached, and/or where there are concerns about an employee's absence or health. When an absence has reached the following triggers then the informal stage needs to be enacted.

- 6 days within a 12 month rolling period
- 3 episodes of sickness absence of 2 or more days during a rolling 3 month period
- A pattern of absence for example a regular Friday or a Monday, repetitive sick leave directly after annual leave or a bank holiday.

For part time employees trigger levels are pro -rata according to days/hours worked. The calculation should be made based on the number of days worked, not the hours on those days. For example:

Number of Working Days	Absence Trigger Points
2 days per week	3 days in a 12 month period
2.5 days per week	3 days in a 12 month period
3 days per week	4 days in a 12 month period
4 days per week	5 days in a 12 month period

11 Management Tools for Supporting Employees

11.1 Reasonable Adjustments

DSE assessments should be carried out if there are mobility issues with somebody's work station and they may need specialist equipment such as a ergonomic chair, rise and fall desks or specialist mouse, keyboard or headset. These items can only be offered once Occupational Health determines that they are required for an employee to carry out their work. Please see intranet guidance on Reasonable Adjustments for full details:

http://intranet/sites/intranet/files/reasonable_adjustments_and_access_to_work_guidance.pdf#search=reasonable%20adjustments

11.2 Occupational Health Referrals

Occupational Health is a service that assists managers to manage an employee's sickness. Occupational health can provide medical interventions in helping employees return to work or by suggesting reasonable adjustments such as specialist equipment to aid in work duties.

Occupational Health referrals may be made at any stage during the sickness process including the informal management review. An Occupational Health referral must have been completed before moving to a final stage hearing. http://intranet/sites/intranet/files/phc_referral_form_july_22.docx

Employees have to give written consent to an OH referral before any appointment. http://intranet/sites/intranet/files/m051_phc_consent_form.pdf

Once an employee has completed their appointment an OH report is then sent to the line manager with recommendations/adjustments.

Please note that Occupational Health adjustments are recommendations only and have to be balanced with the needs and delivery of the service. Please speak to the Employee Relations teams for advice about any recommendations that OH might advise that may be difficult to accommodate within the service.

11.3 Phased Return

When an employee has been absent for a long period of time or has had a severe illness it may be prudent for the employee to return to work on phased return. Phased returns should last for a maximum of 6 weeks and are paid on full pay. If an employee needs longer than 6 weeks, then annual leave may be used to cover the time off. If the reduced hours are needed for a significant period of time then a reduction in hours on either a temporary or permanent basis should be discussed between the manager and employee, and the appropriate form should be submitted to the HR Operations team detailing the changes.

The Council usually limits the number of phased returns to 1 in a rolling 12 month period, although it has the discretion to increase this and will seek input from Occupational Health before making a decision.

Managers should speak to a member of the Employee Relations Team for advice before any decision regarding the extension of a phased return.

11.4 Medical Redeployment

There may be instances where an employee's illness or medical condition means that they are no longer able to continue in their current role even with adjustments. One option that may be considered is medical redeployment, and anyone who is placed on

the redeployment register for medical reasons will have a 12 week period of redeployment before their employment is terminated.

Once agreed managers will need to speak to the Employment Relations Team and the Recruitment Team to facilitate the process. Medical Redeployment can be on a temporary or permanent basis. The redeployment process can be found in the Organisational Change Policy:

[Organisational Change Policy](#) Medical redeployees must be sent to Occupational Health prior to any alternative employment being offered and accepted to determine suitability for the role.

11.5 Stress Questionnaires & EAP Support

If an employee reports an absence for work related stress then a stress questionnaire should be offered to the employee to complete:

[Return to Work Form - Stress](#). An informal meeting would need to be held between the manager and employee to discuss any issues raised. If a referral to Occupational Health is made in relation to the absence then the employee should take the completed questionnaire with them to the appointment.

The council also offers access to an Employment Assistance Programme (EAP) that employees can use. They are a free and confidential service that can offer advice on personal, work-related, health or legal issues and can be accessed 365 days a year by phone or by website. They also offer counselling sessions (up to 6) if required. Information can be found on the Councils intranet page [Employee Assistance Programme – wellbeing support | Intranet](#) They can also be contacted by phone on **0800 019 7831**.

11.6 Ill Health Retirement

In some cases an employee's illness is such that they are not able to return to work at all and their illness/condition means that they are unlikely to be able to work in the near future. If Occupational Health has recommended that an employee is eligible for ill health retirement then please refer to the ill health retirement policy [Ill Health Retirement Policy](#)

12 Informal Stages

12.1 Attendance Review & Standard Setting

Once an absence trigger has been reached then an attendance review needs to be carried out in the first instance. This does not need to wait until an employee returns to work. This meeting is **informal** and therefore does not require HR presence or representation. The meeting should be carried out between the line manager and the employee. Please refer to practice notes for further details on how an attendance review should be conducted. If an employee returns to work after the attendance review has been conducted but has further sickness that initiates a trigger (please see above) within a 3 month period then it may be appropriate to carry out a 1st formal meeting. Please seek advice from the HR Employee Relations Team.

13 Formal Process

Introduction

Where an employee has been through the informal stage and further triggers are reached then it may be appropriate to move forward to the formal stage. Employees on Long Term Sickness will automatically reach a trigger but must go through the informal stage before commencing formal action.

13.1 1st Formal Meeting

If an employee has not returned to work after the attendance review, then the first formal meeting need to be arranged. A meeting can be held either face to face . If an employee is unable to attend the office i.e because of mobility or other issues then the meeting can be held over Microsoft Teams. The employee has the right to representation by a work colleague or Trade Union rep and a minimum of 5 working days notice must be give in writing. Employees are responsible for organising their own representation. Please note that if an employee is absent from work an existing fit note covering absence is not sufficient as a reason for non attendance

If the meeting needs to be rescheduled then a minimum of 24 hours notice must be given and the rescheduled meeting must take place **no later than 10 working days after the original meeting was scheduled**. Grounds for rescheduling include an employees representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time.

If the employee cannot attend the rescheduled meeting, the meeting may take place in the employees absence. **An outcome letter of this meeting must be sent by the line manager no later than 5 working days after the meeting was held**. Please see practice notes for how a 1st formal meeting should be conducted. This will stay on an employees file for 12 months for the purposes of any further formal action.

13.2 2nd Formal Meeting

If an employee's sickness has still not improved after the first formal meeting or there are further periods of sickness within 12 months of the 1st formal meeting then a 2nd formal meeting would need to be arranged. If an employee is unable to attend the office i.e. mobility issues then the meeting can be held over Microsoft Teams. The employee has the right to representation by a work colleague or Trade Union rep and a minimum of 5 working days written notice must be given. Employees are responsible for organising their own representation.

Please note that if an employee is absent from work an existing fit note covering absence is not sufficient as a reason for non attendance. If the meeting needs to be rescheduled then a minimum of 24 hours notice must be given and the rescheduled meeting must take place **no later than 10 working days after the original meeting was scheduled**. Grounds for rescheduling include an employee's representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time. This will stay on an employee's file for 12 months for the purposes of any further formal action.

If the employee cannot attend the rescheduled meeting, the meeting may take place in the employee's absence. **An outcome letter of this meeting must be sent by the line manager no later than 5 working days after the meeting was held**. Grounds for rescheduling include an employee's representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time.

Please see practice notes for how a 2nd formal meeting should be conducted. If an employee's attendance does not improve after the 2nd formal meeting it may be appropriate to hold further attendance review meetings prior to convening a final sickness meeting. Please speak to the Human Resources Employee Relations Team for advice at this stage.

13.3 Final Stage Hearing

If an employee's absence still continues to be a cause for concern or there are more instances of absence within a 3 month period after the 2nd formal meeting then a final stage hearing may be appropriate. A final stage hearing may only be convened if dismissal is a serious consideration.

The line manager must prepare a final sickness report which includes absence periods, Occupational Health recommendations, details of any reasonable workplace adjustments/actions. If appropriate any medical history of the employee should be

included. An OH referral should have already been completed prior to any final stage hearing and the report made available if consent has been given by the employee.

A final stage hearing must be chaired by a head of service or above and should be somebody within the same directorate. The chair must write to the employee directly giving a minimum of 10 working days notice. The letter must state that dismissal is a possible outcome.

The Employee Relations team must be consulted before any final stage hearing is convened. Possible outcomes other than dismissal could include redeployment or ill health retirement. **An outcome letter of this meeting must be sent no later than 5 working days after the meeting was held** Please seek advice from the Employee Relations team about these options.

13.4 Appeal

All cases of sickness dismissal have the right of appeal who will review the case based on the information provided at the appeal review hearing. A member of the HR Employee Relations team will provide HR advice to the panel. The employee is entitled to be represented at the appeal hearing by a workplace colleague or Trade Union Representative. Appeals must be submitted no more than **10 working days** after the date of the final decision/dismissal letter and appeals are to be held **no more than 20 days upon receipt of the appeal**. Please see practice notes on how and who to submit appeals to.

14 Document Control

Key Information	
Title	<i>Sickness Absence Policy</i>
Document Type	<i>Policy</i>
Document Status	
Author	<i>HR Senior Specialist (Policy & Projects)</i>
Owner	<i>Chief People Officer</i>
Contact	<i>HR Reward & Employment Team</i>
Approving body	<i>Staffing & Remuneration Committee</i>
Date of Publication	
Date of Review	

Revision History



Version	Date	Summary of Changes	Name

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APPENDIX D - DISABILITY LEAVE

1 Definition of Disability Leave

Up to 5 days of paid disability leave (pro-rata for part time staff) can be used by employees in a rolling twelve month period. The leave is intended to be used by those staff who have a disability and are fit to work, but who require special leave with pay for rehabilitation, assessment, or treatment directly related to their disability. Disability leave will not be counted towards the trigger level for sickness absence. The leave can be taken in hours, or in part or whole days but must be applied for in advance and be supported by evidence of the appointment for which the leave is being requested.

Disability leave cannot be used as a substitute for sick leave. For example, someone who is undergoing a planned medical intervention related to their disability can take paid disability leave for this period but if they are unable to return to work on the following days, they must follow the standard sickness procedure and this will be counted towards the trigger level.

2 Eligibility for disability leave

Employees who are, or who are likely to be, considered disabled as defined in the Equality Act 2010 can apply for disability leave by completing the relevant form on Halo.

The Equality Act 2010 defines a person as disabled where they have physical or mental impairments that have a substantial and a long-term effect on that person's ability to carry out normal day-to-day activities. A long-term effect is one which has lasted, or is expected to last, at least 12 months. This definition includes progressive conditions, where the severity of impact on day-to-day activities may increase in the future; and conditions that have a substantial effect for short periods and are likely to recur. Of these conditions HIV, multiple sclerosis and cancer, are deemed to be disabilities from the date of diagnosis.

Where disability leave is requested the manager should check whether the disability status has been declared on the individual's workforce equality declaration and if the employee has not declared their status as disabled, a discussion should be had with them as it may be that the disability was not evident at the time of completing the form. A referral to Occupational Health may be needed for advice on whether the employee's condition would meet the criteria in the Equality Act.

3 Applying for disability leave

An application for leave should be made in advance of the date wherever possible. Retrospective applications can only be made in exceptional

circumstances relating to emergency circumstances which could not have been foreseen.

The application form on Halo should be completed and sent to the line manager for approval and if approved, the details entered onto SAP by the manager.

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