

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Tuesday, 21st February, 2023, 7.00 pm - George Meehan House, 294 High Road, Wood Green, London, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))

Members: Councillors Reg Rice (Chair), Anne Stennett (Vice-Chair), Ibrahim Ali, Julie Davies and Marsha Isilar-Gosling.

Quorum: 3

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 (IF ANY)

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 where they appear. New items of Urgent Business will be dealt with under agenda item 9 below. New items of exempt Urgent Business will be dealt with at agenda item 12 below).

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:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) 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)

To confirm and sign the minutes of the Staffing and Remuneration Committee meeting held on 20 October 2022.

To confirm and sign the minutes of the special Staffing and Remuneration Committee meetings held on 7 November 2022, 9 November 2022, 11 November 2022, and 3 February 2023.

7. PEOPLE REPORT - DECEMBER 2022 (PAGES 17 - 22)

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.

8. HR POLICY REVIEW - DISCIPLINARY POLICY, GRIEVANCE POLICY, AND SABBATICAL POLICY (PAGES 23 - 60)

The report outlines the content of one new HR policy: the Sabbatical Policy, and two revised policies: the Grievance Policy and the Disciplinary Policy.

9. NEW ITEMS OF URGENT BUSINESS

10. EXCLUSION OF THE PRESS AND PUBLIC

Items 11-12 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); paragraph 1, information relating to an individual.

11. EXEMPT MINUTES (PAGES 61 - 74)

To confirm and sign the exempt minutes of the Staffing and Remuneration Committee meeting held on 20 October 2022.

To confirm and sign the exempt minutes of the special Staffing and Remuneration Committee meetings held on 7 November 2022, 9 November 2022, 11 November 2022, and 3 February 2023.

12. ITEMS OF EXEMPT URGENT BUSINESS

Fiona Rae, Principal Committee Co-ordinator

Tel – 020 8489 3541

Email: fiona.rae@haringey.gov.uk

Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

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

Monday, 13 February 2023

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MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON THURSDAY, 20TH OCTOBER, 2022, 7.00 - 8.15 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Anne Stennett (Vice-Chair), Councillor Ibrahim Ali, Councillor Julie Davies, and Councillor Marsha Isilar-Gosling.

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 AND SUBSTITUTIONS

There were no apologies for absence.

3. URGENT BUSINESS

It was noted that there was one item of exempt urgent business. This would be considered by the Committee in the exempt part of the meeting under item 16.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

6. MINUTES

RESOLVED

The committee resolved the following:

- a. That the minutes of the Staffing and Remuneration Committee meeting held on 27 June 2022 were agreed as a correct record; and
- b. The minutes of the 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.

7. HOMES FOR HARINGEY INTEGRATION UPDATE

Director of Housing, Regeneration and Planning gave a report on the update on the progress of the insourcing of the council ALMO service, previously known as Homes for Haringey. The following was highlighted:

- The insourcing of the ALMO service was one of the biggest endeavours the council had undertaken in recent times, with over 740 staff being transferred into the council. Insourcing had taken place due to overwhelming resident support;
- The senior management staffing structure had been consulted on. A decision had been made to create the role of Operational Director of Housing Services and Building Safety. This role would have oversight on landlord functions. The creation of the post was in recognition of the need to improve services for residents;
- The housing needs function had gone into Adult Services. This had occurred through staff feedback. To preserve the links with housing needs and landlord services there was a cross council housing board;
- Staff were prepared about the transfer into the council through a series of staff engagements such workshops, welcome to the council events, and 'meets-and-greets' with the CEO; and
- Insourcing had brought greater integration of housing services with other services across the council. This meant that services to residents could be improved. Overall, the integration process had been positive, the council had worked well with trade unions.

In response to questions the Director of Housing, Regeneration and Planning gave the following answers:

- Staff satisfaction would be monitored through a future staff survey, which would be compared with Homes for Haringey data. In response to Homes for Haringey staff feedback, the council's Housing Services team were considering setting up a dedicated channel for Housing Services staff to receive targeted news;
- The council were committed to building capacity in the Housing Services where possible. There was increasing competition from external providers for services such as repairs. There were creative ways to create additional capacity; for example, upskilling single trade operatives to become multi trade operatives. A piece of work would have to take place around reviewing job descriptions and assessing which roles could be upskilled. The Chief People Officer added that HR would be supporting Housing Services in creating additional apprenticeships in the service. This would be done through advertising apprenticeships in this service extensively, particularly through doing outreach in local schools and colleges; and
- The post of Operational Director of Housing Services and Building Safety was in the process of being filled.

RESOLVED

To note the report.

8. PEOPLE REPORT

The Chief People Office presented the People Report. Explaining that it was designed to give members relevant workforce data in an easy-to-understand format in order to support informed strategic decision making. Chief People Officer highlighted salient points such as:

- That the workforce had increased by 27% meaning that base pay had increased by 25% due to the insourcing of Homes for Haringey;
- Agency workers had decreased due to the insourcing of Homes for Haringey;
- There were 73 off payroll workers on a day rate of over £500; and
- Sickness rates had reduced, this was not a trend continuing trend as the sickness rate had gone back up. This was set to increase in future months due to the way that sickness was recorded for Homes for Haringey employees.

In response to questions the Chief People Officer gave the following answers:

- The off-payroll workforce had increased from 64 to 73. This was due to Homes for Haringey being insourced. As a proportion of the total workforce in the council, this group of workers had decreased. This was due to proportion of off payroll employees earning over £500 at Homes for Haringey being less than that of the council;
- 51% of starters were under 40 and 43% of leavers were under 40. While the council hoped that the number of leavers under 40 would be less, this ratio, of leavers to starters, still indicated a positive trend. Younger employees were encouraged to work at the council through apprenticeships. The council were looking at increasing apprenticeships in the council in a sustainable way; and
- Vacancies at the council were currently high. As the council's aim of reducing agency staff had created more permanent posts. The volume of posts being advertised was likely to decrease due the financial position of the council.

RESOLVED

To note the report.

9. PAY POLICY

The Chief People Officer outlined that the Council was 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 1 March 2022.

In response to questions the Chief People Officer gave the following answers:

- The Pay Award 2022 was still awaiting union response. If agreed this would be automatically implemented.

RESOLVED

The committee resolved the following:

- 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

Chief People Officer highlighted that the report provides the committee with the updated Haringey Model Teachers Pay Policy.

In response to questions the Chief People Officer gave the following answers:

- The responsibility of headteacher pay was for the school governors to consider. Schools were entitled to choose where they buy their HR support. A percentage of schools did not use the council's HR service, meaning that there was limited scope for the schools HR service to influence all schools in Haringey.

RESOLVED

To approve the updated Haringey Schools Model Teachers Pay Policy for September 2022 and recommend its adoption to Haringey maintained.

11. RECRUITMENT POLICY

The Chief People Officer explained that on 16 March 2021, Staffing and Remuneration Committee received a report on the Council's Recruitment Policy. The Committee did not approve the wording proposed in relation to advertising posts and approved the policy subject to the wording being altered to require all posts to be advertised externally and internally in the first instance. Trade Unions have subsequently raised this issue with Officers and with Elected Members. At the Council and Employee Joint Consultative Board (CEJCB) on 11 October 2022, Members agreed that a report should be brought to Staffing and Remuneration Committee to consider this issue again. The two main suggested changes to the policy were:

- Rather than advertising roles internally and externally, managers could select the most appropriate recruitment approach to roles; and
- Allow the Head of Paid Service to implement temp-to-perm arrangements where applicable.

In response to questions the Chief People Officer gave the following answers:

- The Recruitment Policy would not apply to schools; and
- It was clarified that the Head of Paid Service would authorise the circumstances in which a temp-to-perm arrangements could happen, rather than authorising individual cases.

Councillor Davies proposed that the committee reject the first part of the rewording and accept the second part. The suggested wording being (strikethrough refers to previous wording of the recommendation):

~~'The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates. The Council does not routinely use temp-to-perm arrangements, but there are circumstances where this could be appropriate, and the Head of Paid Service must authorise such arrangements.'~~

Councillor Davies also proposed that the committee meet with unions to discuss the first part of the rewording:

~~'The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.'~~

This was seconded by Councillor Ali and was unanimously agreed. The chair noted that it was important to understand their reasoning for this change, particularly as the wording they wanted to change had recently been agreed in March 2021.

The Chief People Officer confirmed that the Practice Notes which would accompany the Recruitment Policy would be circulated to the Committee in due course.

RESOLVED

1. To approve the revised wording in the Recruitment Policy for Section 6, Advertising, as follows:

~~The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well as seeking to redeploy displaced staff wherever possible. Vacancies will therefore be advertised internally, widely externally and through partners who promote opportunities to local people at the same time, unless there is a specific case for the advertising to be local routes only. Employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising. Where the council advertises a role externally, the choice of media/job boards will be based on effectiveness, flexibility of access, ability to reach a diverse group of candidates and cost. In addition, the council wishes to maximise job opportunities for local people.~~

~~The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well~~

~~as seeking to redeploy displaced staff wherever possible. The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.~~
The Council does not routinely use temp-to-perm arrangements, but there are circumstances where this could be appropriate and the Head of Paid Service must authorise such arrangements.

2. To meet with trade unions to discuss the wording in the Recruitment Policy for Section 6, Advertising, that was not taken forward as follows:

The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.

12. HR POLICY UPDATE

The Head of Employment, Reward, & Transformation gave a HR Policy update.

In response to questions the Chief People Officer and the Head of Employment, Reward, & Transformation gave the following answers:

- All policies had been through extensive trade union consultation, as well as staff network groups.
- Job sharing an act up position was conducted through specifying certain roles of the job to an individual.
- Secondments and those acting up, would be managed by services in conjunction with Human Resources. Secondment and an act up could go up to three years in exceptional circumstances. The recommended length of a secondment or an act up was up to two years.
- Employee stress was dealt with in a variety of ways. For example, occupational health might recommend an internal stress risk assessment. These risk assessments could be escalated. There was also the employee assistance programme mechanisms to assist with workplace stress. Managers were encouraged to do early referrals to occupational health where work related stress was being reported. There was also a variety of organisations that employees were signposted to. Additionally, there was several mental health first aiders internally who could assist fellow employees.

RESOLVED

The committee approved 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

RESOLVED

That the press and public be excluded for the consideration of items 16-22 as they exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

14. EXEMPT MINUTES

RESOLVED

That 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 were agreed as a correct record.

15. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS

There were no delegated decisions, significant actions, and urgent actions to report to the committee.

16. NEW ITEMS OF URGENT BUSINESS

The Committee considered the exempt information.

17. DATES OF FUTURE MEETING

The date of the next meeting was Tuesday, 21 February 2023 at 7pm.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

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MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON MONDAY, 7TH NOVEMBER, 2022, 2.45 - 2.50 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Pippa Connor, and Councillor Lucia das Neves.

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, Isilar-Gosling, and Stennett.

Councillors Connor and das Neves 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 SERVICE DIRECTOR, ADULTS SOCIAL CARE

The Committee considered the report of the Director of Adults, Health, and Communities on the appointment to the post of Service Director, Adults Social Care. 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 Service Director, Adults Social Care, subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Service Director, Adults Social Care 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 Service Director, Adults Social Care 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 the range of £103,836 - £120,786, 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 them 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 SERVICE DIRECTOR, ADULTS SOCIAL CARE

The Committee considered the exempt information.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON WEDNESDAY, 9TH NOVEMBER, 2022, 3.05 - 3.10 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Peray Ahmet, 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.

Councillor Ahmet was present as substitute. 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 ASSISTANT DIRECTOR OF FINANCE AND DEPUTY SECTION 151 OFFICER

The Committee considered the report of the Director of Finance on the appointment to the post of Assistant Director of Finance and Deputy Section 151 Officer. 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 Assistant Director of Finance and Deputy Section 151 Officer, subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Assistant Director of Finance and Deputy Section 151 Officer 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 Assistant Director of Finance and Deputy Section 151 Officer 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 the range of £103,836 - £120,786, 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 them 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 ASSISTANT DIRECTOR OF FINANCE AND DEPUTY SECTION 151 OFFICER

The Committee considered the exempt information.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON FRIDAY, 11TH NOVEMBER, 2022, 4.40 - 4.45 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Dana Carlin, 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.

Councillor Carlin was present as substitute. 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 ASSISTANT DIRECTOR OF HOUSING MANAGEMENT

In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution applicable at the time of advertisement, the Staffing and Remuneration Committee is required to discharge the Council's functions in respect of the appointment of a suitable candidate to the post of Assistant Director of Housing Management.

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 Assistant Director of Housing Management,

subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Assistant Director of Housing Management 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 Assistant Director of Housing Management 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 the range of £103,836 - £120,786, 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 them 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 ASSISTANT DIRECTOR OF HOUSING MANAGEMENT

The Committee considered the exempt information.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON FRIDAY, 3RD FEBRUARY, 2023, 3.05 - 3.10 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Marsha Isilar-Gosling, and Councillor Sarah Williams.

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.

Councillor Williams was present as substitute. 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 ASSISTANT DIRECTOR OF DIGITAL AND CHANGE

In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution applicable at the time of advertisement, the Staffing and Remuneration Committee is required to discharge the Council's functions in respect of the appointment of a suitable candidate to the post of Assistant Director of Digital and Change.

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 Assistant Director of Digital and Change,

subject to the objections process of the Cabinet whereby the Staffing and Remuneration Committee may only make the offer of appointment of the Assistant Director of Digital and Change 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 Assistant Director of Digital and Change 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 the range of £105,761 - £122,711, 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 them 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 ASSISTANT DIRECTOR OF DIGITAL AND CHANGE

The Committee considered the exempt information.

CHAIR: Councillor Reg Rice

Signed by Chair

Date

Report for: Staffing and Remuneration Committee – 21 February 2023

Title: People Report – December 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

The Staffing and Remuneration Committee is asked to note the report.

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background Information & Report Headlines

6.1. 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. The data is given in Appendix A to this report. The data relating to the workforce, including all off payroll workers is shown at a snapshot in time in September and in December 2022. Data relating to starters, leavers and sickness absence is calculated over a twelve month rolling year.

6.2. The established workforce numbers increased by 1% between September and December, rising to an annual high of 3,281 in December. Establishment numbers increased considerably in June with the transfer back into the council of the Homes for Haringey workforce. The increase in workforce numbers and the payment of the

national pay award in November 2022 (backdated to April 2022) affected base pay and this rose by 7.5% to £120,154,668 in December.

- 6.3. The agency workforce (excluding those paid £500 per day) decreased by 3.7% between September and December to a total of 673 workers in December, a reduction of 26 workers from the total of 699 in September. In March 2022, the agency workforce was 18.5% of the total Council workforce but during the year this fell to 16.5% of the total workforce in December. The monthly cost showed an increase of 2.7% in December, and stood at £2,800,551 with the annual cost increasing to £33,606,612. The pay award to agency workers had not been implemented at the time the data was produced and this will be reflected in the next set of data.
- 6.4. The decline in the agency workforce is also mirrored by a reduction in the number of agency workers paid over £500 per day as Consultants or Interim Managers. The number of Consultants fell to 54 in December 2022 with a monthly cost of £487,000 from a high of 77 in June at a cost of £686,000. The total workforce, including established employees and all off payroll workers, also reduced by 0.4% to 4,008 in December from 4,024 in September. However, because of the pay rise to the established workforce during this period, the overall cost of the established and agency workforce showed an increase of £9.2 million to £153,767,124 in December. The total cost of the off payroll workforce (those paid under £500 and those paid over £500) is forecast to be c£39.5m this financial year as at the end of quarter 3.
- 6.5. Over the period, the number of leavers has increased while the number of starters has reduced slightly. 83% of leavers left due to voluntary resignation or retirement and this number has remained stable during the year. The number of employees aged under 40 who opted to leave the council reduced to 176 in December and the number of starters in the equivalent age group also reduced to 246 in the same month from an annual high of 315 in March 2022. However, December is traditionally a quiet month for recruitment and the figures for the next period may show an increase.
- 6.6. The average number of days sickness absence taken increased in December to an average of 10.4 days per employee. However, this increase is attributable to an increase in short term absence (defined as absence of less than 20 days) from an average of 3 days per person in September to an average of 3.3 days per person in December. This mirrors the increase in the number of flu and cold cases in the community in general during the latter part of the year. The number of long term sickness absence cases (defined as 20 days absence or more) has remained stable over the two periods. The cost of all sickness absence in the rolling year to December 2022 was £3,634,000. However, part of this cost increase was due to the national pay rise.

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 Officer Comments

8.1 Finance

This report recommends the Committee to note the changes in the workforce from September 2022 to December 2022. The impact of these changes has already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report.

8.2 Legal

The Head of Legal and Governance has been consulted on the report and considers that there are no legal implications arising from this report. The report is for information only.

9. Use of Appendices

Appendix A - People Report (2022-23)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report - 2022/23



Appendix A

Measure		Reporting Period					% Change
		Mar 2022	Jun 2022	Sep 2022	Dec 2022	Status	Sep 2022 to Dec 2022
Established Workforce							
Headcount	M	2570	3268	3249	3281	↑	1.0
FTE	M	2310.8	2986.0	2972.0	3009.4	↑	1.3
Cost base pay - monthly (£000)	M	£7,627	£9,508,677	£9,313,978	£10,012,889	↑	7.5
Cost base pay - annualised (£000)	M	£91,524	£114,104,124	£111,767,736	£120,154,668	↑	7.5
Average cost per FTE (£000)	M	£39.6	£38,213.0	£37,606.9	£39,926.5	↑	
Off Payroll Workforce - Agency (from March 2022 excludes £500+)							
Headcount	M	640	698	699	673	↓	-3.7
FTE	M	546.8	516.9	543.2	540.0	↓	-0.6
Cost - monthly (£000)	M	£2,724	£2,630	£2,726,381	£2,800,551	↑	2.7
Cost - annualised (£000)	M	£32,688	£31,560	£32,716,576	£33,606,612	↑	2.7
% Agency of total workforce	M	18.5	16.0	16.8	16.1	↓	
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	64	77	76	54		
FTE	M	47.7	52.7	57.7	38.5		
Cost - monthly (£000)	M	£630	£686	£742	£487		
Cost - annualised (£000)	M	£7,560	£8,232	£8,909	£5,844		
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	3274	4043	4024	4008	↓	-0.4
FTE	M	2905.3	3555.6	3572.9	3587.9	↑	0.4
Cost - monthly (£000)	M	£10,981	£9,511,993	£12,041,102	£12,813,927	↑	
Cost - annualised (£000)	M	£131,772	£114,143,916	£144,493,221	£153,767,124	↑	
Leavers							
Headcount	RY	328	370	396	421	↑	
FTE	RY	296.3	336.0	358.2	379.8	↑	
% Resignation/ Retirement	RY	82	80	82	83	→	
% TUPE	RY	0	0	0	0	↓	
% Redundancy	RY	5	7	4	4	→	
% Other	RY	13	14	13	13	↓	
No. Leavers Aged <40	RY	190	159	177	176	↓	
Starters							
Headcount	RY	669	426	506	480	↓	
FTE	RY	601.0	366.5	473.5	453.2	↓	
% Permanent appointments	RY	69	68	62	68	↑	
% Fixed term appointments	RY	29	31	27	29	↑	
% Temporary appointments	RY	3	1	0	0	→	
No. New Starters Aged <40	RY	315	207	275	246	↓	

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

People Report - 2022/23



Appendix A

Measure		Reporting Period				% Change
	Data Period					
Sickness Absence		Mar 2022	Jun 2022	Sep 2022	Dec 2022	Status
Sickness rate (average days)	RY	9.7	8.7	10.0	10.4	↑
Long term sickness rate (20+ days)	RY	6.5	5.7	7.0	7.1	→
Short term sickness rate (<20 days)	RY	3.1	3.0	3.0	3.3	↑
Sickness cost (£000)	RY	£2,747	£2,864	£3,227	£3,624	↑
Apprentices						
Adults, Health & Communities	M	14	9	20	23	↑
Children's Services	M	8	7	8	13	↑
Culture, Strategy & Engagement	M	31	29	23	28	↑
Director of Finance	M	9	7	15	15	→
Environment & Neighbourhoods	M	17	10	12	16	↑
Placemaking & Housing	M	13	13	15	22	↑
Legal and Governance	M	0	0	0	0	→
No. Apprentices	M	92	75	93	117	↑

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 – 21 February 2023

Title: HR Policy Review – Disciplinary Policy, Grievance Policy, and Sabbatical Policy

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:** Non-Key Decision

1. Describe the issue under consideration

The report outlines the content of one new HR policy – Sabbatical Policy and two revised policies, the Grievance Policy and the Disciplinary Policy.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

The Staffing and Remuneration Committee is asked:

- 3.1. To approve the Grievance Policy, as set out in Appendix A to the report.
- 3.2. To approve the Disciplinary Policy, as set out in Appendix B to the report.
- 3.3. To approve the Sabbatical Policy, as set out in Appendix C to the report.

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–C.

5. Alternative Options Considered

Not applicable.

6. Background information

Sabbatical Policy

- 6.1. The Sabbatical Policy is a new policy, introduced for the first time. The aim of the policy is to enable employees to have a healthy work/life balance by taking time out from their career with Haringey with no detriment on their return. A sabbatical may be applied for only once every five years and a maximum of three applications will be considered from an employee during the course of their employment.
- 6.2. Sabbatical leave may be between 3 and 12 months long and only those who meet the criteria can be considered. Criteria include having completed two years continuous service with Haringey; have a clear disciplinary record with no documented management concerns and have shown good attendance.
- 6.3. A sabbatical may be used to enable the employee to travel; to take up some full time study or to care for dependents. If an employee wishes to take up paid employment during a sabbatical then prior approval must be obtained from their Head of Service. Employment that is considered to be similar to the employee's substantive post will not be approved.
- 6.4. Applications for sabbatical are considered by the employee's Head of Service and if an application is rejected, clear reasons must be given in writing. The employee has the right of appeal to an Assistant Director and their decision is final.

Disciplinary Policy

- 6.5. This is an update to the existing policy that was last reviewed in December 2018. The majority of amendments are included as points of clarification and to ensure best practice rather than significant policy changes. These improvements are summarised below:
- 6.6. It has been formalised that where the use of an external investigator is required, possibly due to the need for specialist skills or experience in a particular area, that they would be required to sign a standardised Data Sharing Agreement. The agreement has been drawn up in consultation with Legal Services and is fully GDPR compliant.
- 6.7. The default position is that investigation meetings and hearings with the person under investigation should be held face to face rather than virtually. However, we appreciate that on occasions in order to avoid delays that it may be necessary, and with the agreement of both sides, to hold a meeting virtually, particularly during an investigation. HR will provide support and guidance to employees who may not be familiar with meeting in this way to enable them to participate fully.
- 6.8. Under the existing policy, an employee is entitled to have a trade union representative with them during a suspension meeting. The proposal is to amend this so that where the circumstances demand, a suspension meeting can be held without a trade union rep being present. It is also proposed that the decision to suspend be amended from an Assistant Director to a Head of Service. The safeguards that will be put into this process will be that the manager must

complete and submit to HR a detailed risk assessment detailing the reasons for the request. If the request is agreed by the Head of Employment Transformation & Reward or by the Chief People Officer, the suspension will be agreed. However, there are strict guidelines on what can and cannot be discussed during the suspension meeting and for consistency, each manager will be given a script that must be followed during the meeting. A copy of this has been provided to the Trade Unions. There was broad agreement to this proposal as safeguards are in place to protect vulnerable employees.

- 6.9. The role of witnesses in a disciplinary hearing is often crucial and clarification has been made in the policy that each witness, from either side, must submit a witness statement in advance of the hearing. This information will allow each side to adequately prepare relevant questions, and understand the evidence they will be providing, and in some cases, e.g. for character witnesses, the statement may be sufficient and the Chair of the Panel may decide that it is not necessary for the character witness to attend in person.
- 6.10. A recording has been made of hearings and kept in line with retention schedules. The policy change makes this the default. A copy of the transcript will be provided to the employee. An external company is used to transcribe the recording, and these are all kept securely and within data protection guidelines. The new policy will allow the employee not to agree to a recording providing that at least 2 working days' notice is given. This will allow the relevant department to source a note taker for the meeting. The new policy will ensure that the notes made from investigation meetings (or transcript of recordings of the meetings) by the investigator will also be given to the employee for completeness as appendices to the report. The policy will provide clarification where an employee has asked for a personal copy of the recording made (whether audio or visual if the meeting was held on Teams). As there are GDPR concerns in not being able to redact information relating to other employees or witnesses and as the Council has no control over the use of the recordings, it is proposed that where a transcript is disputed that the employee be given the opportunity to visit a council office with their representative to hear / view the recording but not to be given a copy.

Grievance Policy

- 6.11. The revisions made to the existing policy, that was last reviewed in September 2019, are made mainly to clarify existing points and not to include new areas. As with the Disciplinary Policy, the revisions proposed are mainly to clarify existing areas and ensure consistency and best practice. These improvements are summarised below:
- 6.12. There have been queries raised regarding whether or not an agency worker can raise a grievance. This point will be clarified so that workers may raise issues under the Dignity at Work policy (which complies with the Equality Act 2010) but not under the Grievance Policy as this is for employees only. Similarly, when an employee raises a grievance against an agency worker a shorter process will be followed and managed by the agency who are the employer.

- 6.13. Any grievances raised must be dealt with quickly and efficiently. Mediation can be a quick way to enable employees to raise their issue and for both sides to be helped to come to a suitable agreement between themselves without the need for a formal process. The use of mediation will be highlighted in the new policy. If both parties agree, a copy of the agreement may be placed on the casefile, it will be the responsibility of the line manager to ensure that any actions agreed are followed up. A review period will be introduced to enable this to take place.
- 6.14. One issue that required clarification is the status of the final report. On occasions, the investigator may make recommendations that have wider service implications and scope than the original grievance. In such cases, the Head of Service will be notified only of the wider concerns and will be expected to follow through on the recommendations made where appropriate. These concerns will be redacted from the final report or kept separate from the final report given to the employee.
- 6.15. The definition of a grievance and the definition of whistleblowing will be clarified to help clarify which policy should be used.

7. Statutory Officer Comments

7.1. Finance

There are no direct financial implications arising from the new Sabbatical Policy and the revised Grievance and Disciplinary policies presented in this report.

7.2. Legal

The Head of Legal and Governance has been consulted in the preparation of this report.

With regards to revised Grievance and Disciplinary policies, Section 3 of the Employment Rights Act 1996 imposes a legal obligation on employers to provide details of disciplinary and grievance procedures to new employees in their written statement of employment. (Statement of employment particulars). Employment policies also apply to existing council employees. The Council therefore should have policies which are up to date, reflects good practice, and comply with the ACAS statutory Code of Practice which the revised policies does.

Whilst the Sabbatical policy does not raise any immediate legal issues, the Eligibility criteria set out in paragraph 4(iii) of the Policy must be applied in a manner that does not give rise to discrimination if the reasons for an employee's "unsatisfactory attendance record" is because of a disability or something arising in consequence of that employee's disability. Section 13 of the Equality Act 2010 ("the Act") prohibits direct discrimination against a person because of a person's disability. Under section 15 of the Act, it is illegal to discriminate against a disabled person because of something arising in consequence of that person's disability and the discriminator cannot show that the treatment is a proportionate means of achieving a legitimate aim.

8. Use of Appendices

Appendix A: Grievance Policy
Appendix B: Disciplinary Policy
Appendix C: Sabbatical Policy

9. Local Government (Access to Information) Act 1985

Not applicable.

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Appendix A

Grievance Policy

Version 0.5. Reviewed February 2023

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-Right to be Accompanied	3.6
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-Modified Procedure for Ex Employees	4
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1. Purpose

The Council's objective is to encourage communication so that questions and difficulties arising during employment can be brought into the open and resolved quickly, fairly and as close to the level of origin as possible.

The grievance policy provides a framework which outlines how an employee may raise a concern regarding any aspect of their employment and seek a resolution within a reasonable timeframe. The policy should be read in conjunction with the Grievance Policy Practice Notes.

2. Scope

This policy applies to all current Council employees, except those teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own procedure. It does not apply to agency workers. It does not apply to employees seconded to or from the Council.

Complaints from ex-employees should be dealt with under the modified grievance process. This policy would not normally be used to resolve issues of bullying and harassment. The Council's Dignity at Work Policy sets out how complaints of bullying, harassment, victimisation or other matters in relation to dignity and respect will be handled at both informal and formal stages.

Where a grievance is raised against an individual who is not an employee of the Council, but may be on secondment to the Council, or working with the employee as part of a multi-disciplinary team, the grievance will be referred to the employer of that individual to investigate.

Instances of serious concerns, including miscarriages of justice, not complying with legal requirements; and criminal activity may be more appropriately dealt with under our Whistleblowing policy which can be found in Appendix 2 of the Council's Anti-Fraud & Corruption Strategy.

General Principles

3.1 Informal Resolution

Many grievances can be resolved quickly through informal discussion and employees are encouraged to seek informal resolution in the first instance.

Where informal resolution is not successful, or is clearly inappropriate, employees should raise their grievance formally in writing using the grievance submission form as soon as is practicable but normally within three months of the cause of the grievance.

3.2 Mediation

Mediation is a voluntary process and in order for it go ahead it is essential that both parties agree to its use. Notwithstanding this not all situations are suitable for mediation, it may be used in situations such as:

- Dealing with conflict between colleagues or between a line manager and employee.
- Addressing a range of issues such as relationship breakdown, personality clashes or communication problems.
- Rebuilding relationships after a formal dispute has been resolved.

If mediation is being considered, then the manager should discuss this with Human Resources. The mediator is in charge of the process of seeking to resolve the issue, but not the outcome, which will be agreed by the individuals.

If mediation is successful then a copy of the outcome will be placed on the employee's HR file with their consent. Where there are actions or recommendations to be followed, it should be agreed as part of the mediation conclusion as to who should monitor their completion.

If the parties decide to attempt to resolve their dispute through mediation once they have invoked the formal grievance procedure, the procedure will be suspended whilst the mediation takes place.

3.3 Formal Action

Should informal action not lead to a resolution then a formal grievance may be made in writing, detailing the nature of the complaint together with all the relevant facts, dates and names of individuals concerned.

Formal grievances should always be dealt with in a reasonable timeframe and in any event normally within 28 calendar days unless a revised deadline has been agreed by all parties.

A formal grievance cannot be progressed if the nature of the resolution is not within the control of the Council. Neither will it be recognised as a grievance if the underlying purpose of the submission is to disrupt or confound another internal procedure such as disciplinary, investigation, audit, etc. Whilst grievance procedures are under way it is expected that work shall continue normally. The circumstances which gave rise to the grievance will continue until the grievance process is concluded, unless there is, in the judgement of the Council, a danger to the health, safety or wellbeing or any member of staff, resident, or member of the public. In exceptional circumstances it may be necessary to redeploy a staff member to another area whilst an investigation is on-going.

Where a grievance is raised against another member of staff they will be informed this has happened at the time the formal grievance is acknowledged.

3.4 Investigation

The extent of any investigation required will depend on the nature of the allegations and will vary from case to case. The purpose of an investigation is to establish the facts relating to the grievance. It may involve interviewing and taking statements from the employee and any witnesses, and/or reviewing relevant documents. In some cases it may be necessary to hold a further grievance meeting with the employee after the investigation and before a decision is reached.

Grievances will normally be investigated by the immediate line manager except that, if the grievance is against that person, they should be addressed to a more senior manager within the department.

In exceptional circumstances it may be necessary to use an external investigator or a manager from another department. They will carry out the investigation and report back to the commissioning manager in the Department, who will decide on outcomes.

Collective Grievances

If more than two employees have identical grievances and wish them to be addressed in the same grievance process, a request to the Chief People Officer can be made to consider a collective grievance.

If agreed as a collective grievance the employees concerned may nominate a representative to raise the grievance on behalf of the group.

An appropriate representative is either:

- An official of a recognised trade union; or
- An employee with a grievance nominated from within the group, to act on the groups behalf.

The nominated representative will be responsible for representing the interests of all employees in the collective grievance, including presenting the case at any meetings. Only the appropriate representatives will be invited to any meeting with the Council regarding the collective grievance unless the Council requests to speak to the employees with a grievance.

The procedure outlined for individual grievances will also apply to collective grievances. In this way if any individual grievance becomes a collective grievance it will not be necessary to revert to the beginning of the grievance procedure.

3.5 Grievance Meeting

A grievance meeting will be arranged as soon as is reasonably practicable after the receipt of the formal grievance.

The primary purpose of the meeting will be to:

- Allow the employee to present any evidence to support their grievance;
- Clarify any issues or points within the grievance;
- Identify who may have witnessed the issues or have supporting documentation;
- Set out the process to be followed;

- Agree the scope of the investigation (if required).

3.6 Right to be Accompanied

An individual has the right to be accompanied at a grievance meeting or appeal hearing. The statutory right is to be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union. The employee should let the council know in advance the name of the companion where possible and whether they are a fellow worker or trade union official or representative.

3.7 Outcome

The outcome of the grievance investigation will be communicated in writing without unreasonable delay and where appropriate, should set out what action the employer intends to take to resolve the grievance. A copy of the investigation report and appendices will be provided.

The manager will decide whether to:

- Uphold the grievance;
- Partially uphold the grievance;
- Not uphold the grievance.

Where the complaint is upheld or partially upheld consideration should be given to the outcomes sought by the employee with the grievance, and, where similar grievances have been raised before, how they have been resolved to allow for consistency.

If appropriate any recommendations made will be sent to the employee's line manager for follow up and any wider recommendations will be sent to the Head of Service for consideration.

In cases where the grievance is against another member of staff the outcome will be communicated to that individual within the same time frame.

3.8 Right to Appeal

If the grievance has not been resolved to the employee's satisfaction, the employee has the right to appeal the grievance decision on the following criteria:

- Procedural inaccuracies or perceived bias in the process which has had a material effect on the decision.
- Decision – the evidence did not support the conclusion reached or is inconsistent.
- Action – any proposed action was inappropriate given the circumstances of the case.
- New evidence has come to light since original decision was made and was not available at the Grievance hearing. Where new evidence is raised, further investigations may need to be carried out which may require the Appeal Hearing to be delayed pending the outcome of these investigations and to give the employee an opportunity to consider any new information obtained.

The employee must be specific about the grounds of the appeal as these will form the agenda for the Appeal Hearing. They should also be specific around the remedy or outcome sought.

The appeal will be heard by a panel. 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 later than **10 working days** after the date of the final decision to the Employment Relations Manager and appeals are normally to be held **no later than 20 working days following receipt of the appeal**

A panel of two senior managers (the reviewing officers), one from Human Resources and one from outside the individual's own directorate, will convene to consider the appeal and reach a decision. Appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance. The outcome of the appeal will be communicated to the employee in writing and without unreasonable delay.

The decision of the appeal panel is final.

4 Modified Procedure for Ex- Employees

Wherever possible, a grievance should be dealt with under this Policy before an employee leaves the Council. However, where an employee has left the organisation and wishes to raise a grievance; they may do so under the modified procedure.

- The employee must set out their full grievance in writing as soon as possible after leaving and in any case within three months of the alleged incident(s). The grievance should be sent to the employment relations manager.
- The individual will receive written acknowledgement of their grievance within five working days from the date of the grievance letter is received.
- An appropriate grievance manager will be assigned to investigate the individual's grievance. The grievance manager will normally respond to the individual in writing with their findings within twenty-eight days of receipt of the grievance letter. There is no right of appeal.

5 Confidentiality

Grievances will be dealt with sensitively and with due respect for the individuals involved. Any information communicated during the course of an investigation or as part of a grievance must be treated as confidential.

No detriment will be suffered by anyone raising a grievance in good faith, however, any matter raised with malicious intent may be dealt with under the disciplinary policy.

Where an external investigator is commissioned, a signed data processing agreement will be in place.

6. Further References

Grievance Policy Practice Notes

Disciplinary Policy

Dignity at Work Policy

ACAS Code of Practice on Disciplinary and Grievance Procedures

Document Control

Key Information	
Title	Grievance Policy
Document Type	Policy
Document Status	Draft revision
Author	Reward Strategy Manager, Haringey
Owner	Corporate Board
Contact	Reward Strategy Manager, Haringey
Approval Body	Approved S&R Committee 17/12/2018
Date of Publication	17/12/2018

Revision History			
Version	Date	Summary of Changes	Name
0.1	10/08/2018	Draft policy revision	IM
0.2	07/09/2018	Draft with HR comments	IM
0.3	10/10/2018	Draft with TU comments	IM
0.4	03/12/2018	Draft with Legal comments	IM
0.5	27/09/2021	Section 3.7 amended to read " <i>appeal the grievance decision</i> " to be in line with info given in Practice Notes	KG
0.5	21/02/23	Revision as part of HR policy Review	KG

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Appendix B

Disciplinary Policy

Version 0.3 Revised February 2023

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4.	Further References	10

1. Purpose

The Council expects a high standard of behaviour and conduct from all employees.

The processes set out in this document aim to:

- Assist in enabling both the employee and the Council to be clear about the expectations of both parties.
- Provides a framework for dealing with instances where employees are alleged not to have met the required standards of conduct.
- Provide a mechanism for consistent, prompt, and fair treatment for all employees in disciplinary matters.

2. Scope

This policy applies to all Council employees with the exception of teachers directly employed by the council and all staff appointed by schools operating under local management of schools, which have their own policy.

Allegations of misconduct from agency workers should be addressed through their employing agency.

Where there is an alleged conduct issue for an individual who is not an employee of the Council, but may be on secondment to the Council, or working with the employee as part of a multi-disciplinary team, the matter may be referred to the employer of that individual to investigate.

There are circumstances where an allegation or complaint will be investigated and dealt with under another Council policy, but may, following the outcome of the investigation, transfer to be dealt with under the Disciplinary Procedures. Examples of this include allegations investigated under the following Council procedures:

- Dignity at Work;
- Whistleblowing Policy;
- Grievance Policy;
- Anti-fraud Policy.

3. General Principles

This policy sets out the general principles that the Council will use when dealing with any conduct or behaviour which is in breach of the Council's Code of Conduct

3.1 Aims of the Policy

The Council's Code of Conduct sets out the high standard of conduct and behaviour expected from all employees; the aim of the Disciplinary Policy is to resolve issues when an employee's behaviour does not meet those standards. It is expected that every employee should:

- Be honest;
- Maintain at all times a high standard of integrity and conduct;
- Not use their position to further private interests or those of relatives and friends;
- Fulfil the duties specified in their contract of employment and job description.

All allegations of a disciplinary offence are treated very seriously by the Council as the outcome in some instances may mean dismissal. The Council is therefore committed to a basic set of principles to ensure that there is fairness throughout the process.

All disciplinary matters will be dealt with:

- Informally where appropriate;
- Promptly;
- Sensitively;
- Consistently;
- Impartially;
- Transparently.

Disciplinary action would normally be considered in cases of misconduct. There are two levels of misconduct: misconduct (which could be serious) and gross.

Misconduct

This level of misconduct would not lead to dismissal for a first offence on the part of the employee. However, repeated instances of ordinary misconduct can lead to dismissal. Non-exhaustive examples of ordinary misconduct are shown in Appendix A.

Gross misconduct

Conduct so serious that it effectively breaches the contract of employment and could result in dismissal with notice pay or summary dismissal (with no notice pay). Further information and examples of Gross Misconduct can be found in the Code of Conduct.

Principles of the Policy

- Managers are responsible for addressing conduct and behaviour issues as early as possible and for taking appropriate action. Where appropriate, steps will be taken to resolve issues on an **informal** basis in the first instance without recourse to the formal procedure.
- Before disciplinary action is taken an **investigation** shall be undertaken.
- The employee against whom an allegation has been made shall be advised in writing of the **nature of the allegations** made against him/her and will be given the opportunity to respond to the allegations during the investigation.
- Dismissal will not be an outcome for a **first breach of discipline** except in the case of gross misconduct.
- All employees who are the subject of this procedure have the **right to be accompanied** at any formal disciplinary hearing held under the procedure by a recognised trade union representative or work colleague. It is the employee's responsibility to make such arrangements.
- All parties involved in these procedures must ensure that they maintain, as appropriate, the **confidentiality** of the process within and outside the Council. All

disciplinary records will be treated as confidential and will be kept in accordance with the data protection guidelines.

- **Involvement of Human Resources.** A member of the Employee Relations team will be consulted and will advise on suspension, investigation and the formal procedure.
- An employee will have the right to **appeal** against any sanction imposed under the formal disciplinary procedure. Sanctions or warnings issued will remain in force pending the outcome of any appeal.
- The Council will make every effort to deal with disciplinary allegations as quickly as possible, at the appropriate management level. Implementation of any stage of the formal disciplinary procedure will be discussed first between the line manager and the Employee Relations team. Whilst every endeavour will be made to comply with **timescales**, due to the complexity and or specific circumstances of cases, timescales may be extended. In such circumstances the employee will be advised of the reasons for any delay.
- **Criminal Offences** - If an employee is charged with, or convicted of, a criminal offence (outside of employment) this will not in itself be considered a reason for disciplinary action. Consideration will be given to the relevance and effect the charge or conviction has to or on the employee's suitability to do their job and their relationship with the Council, work colleagues, residents and customers. The Council will not usually wait for the outcome of any prosecution before deciding what action, if any to take.
- If at any stage within this procedure it becomes clear that the performance or conduct issue relates to **capability** the matter will then be dealt with under the Capability Policy and the disciplinary process will cease.
- The Council will provide **coaching, support and training** to Heads of Service, managers and supervisors in the appropriate handling of disciplinary issues under this policy and procedure, through the HR department and formal Learning and Development training events.

3.2 Standard Setting

Where appropriate, some concerns of substandard behaviour or conduct may be resolved promptly through day-to-day management interventions. Line managers should take every opportunity to raise concerns informally with employees in order to clarify the standards required. Individuals should be given sufficient time in which to demonstrate improved standards. The manager should confirm the outcomes of any discussion in writing to the employee (email is acceptable), including the agreed objectives, expectations and timescales for review.

However, should the employee's behaviour fail to improve, or their behaviour is viewed as wilful non-compliance or misconduct, then formal disciplinary action may be taken.

3.3 Right to be Accompanied

An individual has the statutory right to be accompanied at any formal stage of a disciplinary, they may be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union.

Legal representation is only permitted where there is potentially a serious ongoing consequence of a disciplinary decision in respect of future employment or career of the employee. Requests for legal representation must be requested in advance of the hearing at a minimum of 5 working days. These requests will be considered by the Chief People Officer.

3.4 Suspensions

In cases where the allegation is sufficiently serious that the employee's continued presence in the workplace cannot be sanctioned, either because the alleged conduct is too serious or because their presence could impede the investigation, then the individual may be suspended.

Suspensions can only be approved by a Head of Service or above, after consultation with the Human Resources team and the suspension risk assessment has been completed and signed off.

The decision to suspend can be made at any point during the investigation and disciplinary process.

A suspension from duty is a neutral act and will be on full pay of basic salary plus any additional contractual payments. It is not a presumption of guilt and will only be used to allow for a full and prompt investigation of the allegation. To ensure that suspension periods are kept to a minimum they will be regularly reviewed to ensure the suspension is still appropriate.

Alternatives to suspension will always be considered. These could include a temporary change of duties or role, or additional supervision or controls put in place.

3.4.1 Suspension Meetings

There is no statutory right for union representation at suspension meetings. Suspension meetings normally have to be done quickly to ensure evidence or equipment can be gathered and inviting an employee to a meeting with representation can delay this. Suspension meetings are an administrative process to inform the employee that they are being suspended whilst an investigation takes place and giving them a letter confirming the decision to suspend. Full details of how a suspension meeting should be conducted, including a script for the meeting, can be found in the practice notes that accompany this policy. The employee will receive a letter confirming the details of the suspension.

No discussion of the allegations can take place in the suspension meeting.

3.5 Investigations

Investigations into alleged misconduct will be carried out without undue delay. The purpose of the investigation will be to establish the facts of the case, gather evidence, and decide whether there is a case to answer in respect of the allegations, and if so, to prepare for the disciplinary hearing.

The employee will be informed in writing of any allegation and that an investigation to establish the facts will be undertaken.

Disciplinary investigations will be dealt with in a reasonable timeframe and carried out or overseen by the employee's line manager. Where this is not appropriate i.e if the line manager is also involved, an investigator will be nominated by the department after consultation with the Employee Relations Team.

In exceptional circumstances it may be necessary to use an external investigator or a manager from another department. They will carry out the investigation and report back to the commissioning manager in the Department, who will decide on outcomes and whether the case will progress to a formal hearing.

The role of the Investigating Officer will be:

- To ensure that, where practicable, all relevant facts and witness statements are obtained in relation to the allegation(s);
- To decide the number and which witnesses are necessary to interview and to invite them to an investigation meeting. Interview statements or transcripts of recorded meetings will be produced;
- To complete the investigation in a confidential manner, within an appropriate timescale;
- To provide a written report outlining the findings of the investigation, and including all evidence collected and interview statements or transcripts.
- To present the findings of the investigation at any subsequent formal hearing.

As part of the investigation, the employee who is the subject of the allegation will be asked to attend an investigatory interview.

All employees (whether they are the employee who has allegedly committed misconduct or other employees participating in the investigation) must co-operate fully and promptly in any investigation. This may include informing the Investigating Officer of the names of any relevant witnesses, disclosing any relevant documents and attending investigation interviews.

The outcomes of an investigation may be:

- There is no case to answer and therefore no disciplinary action is taken.
- The matter is dealt with informally, if appropriate with support and or training to resolve the matter.
- Recommendation that there is a disciplinary case to answer and a disciplinary hearing should be arranged.

The individual will be informed of the outcome and this will be confirmed in writing by the Employee Relations team, indicating any next steps.

Where it has been determined that there is there is a case to answer, the matter will proceed to a formal hearing. This will be arranged as soon as is reasonably practicable after the completion of the investigation report.

Witnesses

At least 2 calendar days prior to the hearing, the employee and Investigating Officer will submit to HR the names of any witnesses they wish to attend, and an explanation of why their evidence is required.

On the basis of the information submitted, the Chair of the panel will determine whether or not such witness evidence is required and will confirm the witnesses to be called. In certain cases the Chair may decide that a witness statement is sufficient. Any witness who will be called to the disciplinary hearing should provide a witness statement prior to the Hearing (where this has not already been provided as part of the investigation report), which will form the basis on which they may be questioned.

Employees are responsible for making arrangements for their witnesses to attend. Where witnesses are employees of the Council, appropriate time off will be facilitated.

Requests for additional witnesses shortly before or at the hearing will be considered and decided by the Chair.

Hearing

The employee will be notified in writing of the date of the disciplinary hearing, with a minimum of 5 calendar days' notice of the hearing date. The letter will outline the allegations/nature of misconduct. If the alleged misconduct is considered as potentially a gross misconduct case and dismissal could be an outcome, then they will be informed of this. Also enclosed will be a copy of the investigation report (including appendices) and any other evidence to be presented including the names of any witnesses to be called by management.

The employee will be invited to submit evidence and / or a written statement, plus witness names and statements which should be received by the Employee Relations team at least 2 calendar days before the disciplinary hearing.

The purpose of the hearing will be to:

- Hear the allegations and the findings of the disciplinary investigation;
- Allow the individual to respond to the allegation(s), ask questions and discuss the evidence;
- Allow the employee to put their case including any mitigating circumstances;
- Provide a full account of the case to inform the outcome of the hearing;
- Hear from witnesses for either the employer or employee and to allow questions.

All hearings will be recorded by the Council unless the employee gives a minimum of 2 days' notice that they do not wish it to be recorded. It is the responsibility of the service where the employee is based to provide a suitable notetaker.

The outcome of the hearing will be based on the evidence that has been presented and will reach a conclusion based on the balance of probabilities. At the end of the process, the employee will be provided with a written transcript of the recording of the hearing, or a copy of the notes of the meeting if it was not recorded.

For information about the conduct and order of the disciplinary hearing, please see the practice notes.

3.6 Sanctions

Where the hearing has concluded that the allegations were substantiated, it may be appropriate to recommend sanctions, depending on the nature and seriousness of the misconduct, up to and including summary dismissal without notice for cases of gross misconduct.

Any sanction made will be consistent with the infringement of the Council's Code of Conduct. For lesser cases of misconduct or where there are pertinent mitigating factors the sanction may be either one or a combination of the following:

- First written warning, usually active for six to twelve months;
- Second written warning, usually active for twelve to twenty-four months;
- Final written warning, usually active for twenty-four months;
- Withholding an increment, usually active for a maximum of twenty-four months but will be reviewed at twelve months.

In appropriate cases, the Council may consider some other sanction short of dismissal, such as demotion, a transfer to another department or job, loss of seniority or a reduction in pay. These sanctions may be used in conjunction with a final written warning.

The outcome of the disciplinary hearing will normally be communicated to the employee in writing within 5 working days of the decision and will set out the findings made by the disciplinary panel and will set out the disciplinary sanction issued, the reasons why this sanction is appropriate and why other sanctions were not appropriate this taking into account any mitigation put forward. It will also set out their right to appeal.

Simplified process

Where the finding and recommendations from the formal investigation are agreed by all parties or there are mitigating circumstances, and where the likely sanction will be less than dismissal, all parties can agree that the simplified process should be used.

More information on this process can be found in the Disciplinary Practice Notes.

3.7 Summary Dismissal

This procedure is to be used for dismissals such as unauthorised absence from work without contact (absent without leave) without contact or returning to work, unsatisfactory DBS disclosures, or a failure to evidence a Right to Work in the UK.

Procedure

Where there are disciplinary or dismissal issues under consideration the following three-step procedure will be used.

1. The employee will be written to with details about the nature of employee's conduct, capability or other circumstances that may result in dismissal or disciplinary action.
2. The employee will be invited to a meeting with the manager at a reasonable time and place where the issue can be discussed and any evidence considered. The employee must take all reasonable steps to attend. The employee has the right to be accompanied at the meeting by a trade union representative or work colleague. After the meeting, the manager must inform the employee in writing, summarising the evidence heard, their decision, and offer the employee the right of appeal.
3. If the employee wishes to appeal, he/she must inform the manager and the Employee Relations Team with reasons/ grounds for the appeal within 5 working days of the original decision. The employee will be invited to attend a further meeting to appeal against the decision. The employee has the right to be accompanied at the meeting by a trade union representative or work colleague. Where possible, a more senior manager should chair the appeal meeting. The final decision will be communicated to the employee in writing. A member of the Employee Relations Team will be present to advise the chair.

3.8 Appeals

The individual may appeal the outcome of the disciplinary hearing.

Appeals lodged against a sanction less than dismissal will be reviewed by an officer of more senior level than the officer who chaired the original hearing.

Appeals against dismissal will be heard by a panel of members.

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 later than **10 working days** after the date of the final decision/dismissal letter and appeals are to be held normally **no later than 20 days upon receipt of the appeal**. Please see practice notes on how and who to submit appeals to.

The decision of the appeal panel is final.

3.9 Other Considerations

Any attempt to frustrate the conduct of the disciplinary process, the investigation or the business of the hearing or a subsequent appeal, may in itself be viewed as a disciplinary matter.

Should an employee choose to resign during a disciplinary to circumvent the disciplinary process, they may be required to serve a notice period. In this case all efforts should be made to conduct and conclude the disciplinary before the end of their notice period.

Remote proceedings

Where it is not possible to hold a face-to-face meeting under this procedure, the Council will conduct the process remotely. We will ensure that the employee and their representative have access to the necessary technology for participating. Their rights will not be affected, and the Council will ensure that the procedure remains fair and reasonable.

Adjustments to proceedings

If the employee has a disability that may have an impact on their ability to participate fully in this process, they should let the Employee Relations team know who will consider appropriate reasonable adjustments.

Confidentiality

Conduct matters will be dealt with sensitively and with due respect for the individuals involved. Any information communicated during the course of an investigation or as part of a disciplinary must be treated as confidential.

Where an external investigator is commissioned, a signed data processing agreement will be in place.

Rearranging Hearings

If the employee or their representative cannot attend at the time specified for a hearing, the employee must inform their line manager and/or the Employee Relations team immediately and an alternative time will be arranged. The employee must make every effort to attend a hearing. If the employee fails to attend without good reason, or is unable to attend the re-arranged hearing, the hearing may be heard in their absence on the available evidence.

4. Further References

Disciplinary Policy Practice Notes

[Code of Conduct](#)

[Dignity at Work Policy](#)

[ACAS Code of Practice on Disciplinary and Grievance Procedures](#)
[Grievance Policy](#)

Appendix A: Examples of Misconduct

Misconduct

Examples of misconduct for which disciplinary action is appropriate include (but are not limited to):

- Condoning serious actions contrary to the interests of the Council;
- Breach of safety procedures or regulations;
- Unsatisfactory performance of the duties of the post (not due to a capability issue);
- Disruptive behaviour;
- Refusing to comply with reasonable instructions;
- Unsatisfactory timekeeping;
- Unauthorised absence from work;
- Breach of confidentiality at work;
- Inappropriate use of social media
- Breach of Council or Departmental safety regulations;
- Breach of other Council policies, rules or regulations;
- Breach of any other condition of employment;
- insulting or offensive behaviour towards others, not amounting to harassment or bullying.

Actions outside work

We may consider your actions outside work (including your use of social media) to be gross misconduct, or misconduct, if they affect your ability to carry out your job or have a negative effect on our reputation.

Document Control

Key Information	
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Contact	HR Reward & Employment Team
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0.1	26/11/2019	Approved by S&R Committee	
0.2	27/09/2021	Amendment to section 3.6 to remove & <i>more</i> following final written warning of 24 months	DB
0.3	21/02/2023	Revision of policy in entirety	KG

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Appendix C

Sabbatical Policy

Version 0.1 Revised February 2023

Contents

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1. Purpose

The purpose this policy is to outline the Council's sabbatical provisions for those employees that wish to take an extended leave of unpaid absence.

2. Scope

This policy applies to all Council employees with the exception of teachers directly employed by the council and all staff appointed by schools operating under local management of schools, which have their own policy. The policy does not apply to agency workers or contractors working in the Council.

3. General Principles

The aim of this policy is to promote a healthy work life balance as well as to encourage employees to have a long term career with the Council. This policy sets out how employees have an opportunity to leave their current post for an extended period of time with the intention that they can return to work with no detriment to their career.

For employees who want to take a break of less than 3 months then please refer to the Leave and Time Off Policy as a break of less than 3 months is not defined as a sabbatical.

Sabbaticals are available for employees who wish to: (this list is not exhaustive)

- Travel or volunteer abroad;
- Care for dependants;
- Study full time (where study leave is not appropriate);
- Undertake activities beneficial to their career development.

4. Eligibility

Employees who wish to apply for a sabbatical must fulfil the following criteria:

- i. Have completed at least 2 years' continuous service with Haringey Council. Continuous service from another local authority does not count.
- ii. Have a clear disciplinary record with no live warnings in place or current employment relation cases outstanding.
- iii. Have a satisfactory attendance record with no absence triggers being hit in the preceding 12 months prior to application. Exceptions to this may be agreed by the Head of Service taking into account the employee's personal circumstances.
- iv. Have no documented management concerns regarding their performance.
- v. A sabbatical can only be applied for once in every 5 years of continuous service with the Council up to a maximum of 3 times in total over the course of employment.

5. Applying For a Sabbatical

5.1 Application

Applications can only be made by using the form on Halo. Those with no access to Halo can request a paper form from HR Operations. The completed form must be sent to the employee's direct line manager outlining the reasons for the application, the proposed duration of the sabbatical, and the application must be made at least 3 months before the period of absence is due to start.

The line manager will consider the application and make a recommendation to the Head of Service who will have the final approval on whether the application is agreed. If the application is not approved a reason must be given and the applicant notified by their manager.

Sabbaticals can be taken for a period of between 3 months and 12 months.

5.2 Appeal against decision not to approve application

If the line manager and Head of Service cannot agree to an employee's career break then they must give the employee a written reason within 3 weeks of application. The employee then has the right to appeal this decision to the Assistant Director of their service. This must be done no later than 10 working days after the refusal was received. The Assistant Director will review the written response given to the employee by the manager and the employee's application and appeal and make a decision. They may wish to speak to the employee or Head of Service as part of the appeal process, but this may also be a paper based exercise. This decision is final and there is no further right of appeal.

5.3 Notifying HR of Leave

If the application is approved it is the responsibility of the line manager to send the approved form via Halo to the HR Operations Team for processing. The absence will be recorded as a sabbatical and the employee will not be paid for the duration of their absence. If you have any accrued but untaken holiday, you will be asked to take it before the sabbatical begins.

5.4 Keeping in Touch during Period of Absence

The employee's line manager is responsible for informing the employee if their post is subject to any organisational change or restructure during their absence. The Organisational Change policy gives details of how to deal with absent employees during a period of restructure. If during the period of absence the employee finds another post they must submit a formal notice of resignation from their role with the required contractual notice period.

The employee would need to give a minimum of 4 weeks' notice prior to returning to work.

Employees on sabbatical must notify both HR and their line manager if their home address or contact details change during their absence.

6 Changes to Terms & Conditions

For the duration of the sabbatical the employee will not be entitled to the following:

- Occupational annual leave entitlement for the duration of the sabbatical;
- Occupational sick pay;
- Occupational parental pay for pregnant employees (statutory pay is payable);
- Incremental progression;
- Employer pension contributions;
- All outstanding loans i.e season ticket loans must be paid in full prior to sabbatical commencing;
- All Council property must be returned prior to commencement of sabbatical.

An employee on sabbatical will retain their entitlement to the following:

- The right to return to their substantive post (or the opportunity to apply for an alternative post if their post is subject to an organisational restructure, or to redeployment. See Organisational Change Policy);
- The right to maintain and continue to accrue both continuous service and statutory annual leave;
- If an employee wishes to take up paid employment during a sabbatical then prior approval must be obtained from the Head of Service. Employment that is considered to be similar to the employee's substantive post will not be approved.

During the sabbatical, the employer and employee pension contributions will not be paid. However, providing the employee contacts the Pension Team within 30 days of their return to work, and elects to pay additional pension contributions to cover the "missing" period of employee contributions, the Council as the employer will pay two thirds of the additional pension contributions (APC). If an election to pay APC is made after the 30 day limit, the Council will not be liable to make an contribution to the payment.

In the sad event of an employee dying whilst on sabbatical leave, the LGPS pension benefits payable would be the same as those that would have been paid before the sabbatical began.

Employees should contact the Haringey Pensions Team before making an application for sabbatical to determine the effect that taking a period of unpaid sabbatical leave will have on their pension and on their rights under the LGPS. Anyone who opts to take a sabbatical and who is not a member of the LGPS but is paying into the NHS or other scheme must contact their pension provider for details.

7 Returning to Work

An employee returning from a sabbatical reserves the right to return to their substantive post. They must give their line manager at least 4 weeks' written notice of their intended date of return. If the employee is asking to return earlier than planned, the line manager may delay the return by 8 weeks if there is a business need or to manage existing staff who are covering the post.

You will continue to accrue statutory annual leave (which includes bank holidays), but not contractual annual leave, during the sabbatical. Ideally this accrued leave will be taken at the end of the sabbatical.

However, if the employee's substantive post is subject to organisational change their post will be dealt with in accordance with the Organisational Change Policy on the pay, terms & conditions that applied before the sabbatical began. The employee will be treated the same as other employees and will be entitled to the normal period of redundancy notice if no suitable post is available.

8 Links to Other Policies

- Recruitment Policy
- Organisational Change Policy & Practice Notes

Document Control

Key Information	
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0.1	21/02/23	Creation of policy	KG

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