

NOTICE OF MEETING

GENERAL PURPOSES COMMITTEE

Thursday, 16th January, 2025, 7.00 pm - (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Amin (Vice-Chair), Carroll, Cressida Johnson (Chair), Dawn Barnes and Erdal Dogan

Co-optees/Non Voting Members:

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

To receive any apologies for absence and substitutions.

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.

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/QUESTIONS

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

6. MINUTES (PAGES 1 - 2)

To agree the minutes of the previous meeting held on 14TH October 2024 as a correct record.

7. PAY POLICY STATEMENT 2025/26 (PAGES 3 - 14)

8. PEOPLE REPORT (PAGES 15 - 20)

9. HR POLICIES (PAGES 21 - 72)

10. NEW ITEMS OF URGENT BUSINESS

11. DATE OF NEXT MEETING

The date of the next meeting is 3rd April.

Kodi Sprott – Principle Co-Ordinator

Tel –

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Head of Legal & Governance (Monitoring Officer)

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

Wednesday, 08 January 2025

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**MINUTES OF THE GENERAL PURPOSES COMMITTEE MEETING HELD ON
Monday 14th October 2024, 7:00 – 7:10**

PRESENT:

Councillors: Cllr Dogan, Cllr Amin, Cllr Johnson, Cllr Barnes, Cllr Carroll

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and this information was noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no deputations/petitions/presentations or questions.

6. MINUTES

RESOLVED

That minutes of the meeting of 2nd July 2024 be agreed as a correct record.

7. PEOPLE REPORT -

Dan Paul, Chief People Officer introduced the report as set in the agenda pack.

The following was noted in response to questions from the committee:

- Members noted they were pleased to see a reduction in the numbers of agency staff, and an increase in the uptake of apprenticeships across the council. Officers explained that they expected to see numbers continue to fluctuate, but they were headed in a positive direction. By the next committee members could expect to see lower numbers of agency staff.

RESOLVED

The Report is for information and for the Committee to note.

8. HR Policies

Tanya Patchett, Head of Employee Relations, Business Partners & Reward, introduced the report as set in the agenda pack.

The following was noted in response to questions from the committee:

- Unions had been part of the review of all policies.
- The new policy regarding domestic violence would be communicated through various council channels, such as the intranet.

RESOLVED

That Committee consider and approve the changes to the Grievance and Capability policies.

9. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

Report for: General Purposes Committee - 16th January 2024

Item number:

Title: Pay Policy Statement 2025/26

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Tanya Patchett, Head of Employee Relations, Business Partners and Reward

Ward(s) affected: N/A

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

1 Describe the issue under consideration

- 1.1 The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at Full Council on 24th March 2024.

2 Cabinet Member Introduction

Not required for General Purposes Committee.

3 Recommendations

- 3.1 That the Committee approves the draft Pay Policy Statement 2025/26, attached at Appendix A.
- 3.2 The Chief People Officer is also authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as considered minor.
- 3.3 That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 24th March 2025.

4 Reason for Decision

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

5 Alternative Options Considered

- 5.1 Not applicable.

6 Background information

- 6.1 The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement and we have followed the relevant statutory guidance.
- 6.2 The Act does not take away Haringey's powers to make decisions about pay or to set pay policies but do require us to be open about how decisions are made and to promote fair pay in the public sector particularly for lower paid staff.
- 6.3 The Act also stipulates that we should publish our policies towards pay on the Council's website and ensure that these are kept up to date.

7 Contribution to strategic outcomes

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

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

8.1 Chief Finance Officer

- 8.1.1 There are no direct financial implications arising from this report.

8.2 Assistant Director of Legal and Governance

- 8.2.1 For reasons of accountability, fairness and transparency in the setting of pay levels for its workforce, local authorities are required by section 38 of the Localism Act 2011 to prepare a policy statement annually. The purpose of the statement is to provide transparency with regard to the council's approach to setting the pay of its employees (excluding those working in local authority schools).
- 8.2.2 The pay policy statement must contain prescribed information about its highest and lowest paid workers and relationship between the two.
- 8.2.3 The prepared pay policy statement must be approved by the authority by 31 March and be published as soon as is reasonably practicable after approval.

9 Use of Appendices

- 9.1 Appendix A - Haringey Council's Pay Policy Statement

10 Local Government (Access to Information) Act 1985

Not applicable.



Pay Policy Statement 2025/26

Published
April 2025

1 Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1 Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2 The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however, it emphasises the need to deliver value for money for local taxpayers.
- 1.3 This statement has been approved by Full Council on 24th March 2025 in accordance with the legislation, and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4 This statement does not apply to Council employees based in schools.
- 1.5 The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 (“the Code”), published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.
- 1.6 Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid £50,000 or more per year that fall within the scope of the Accounts and Audit Regulations 2015 is published on the Council’s website.

2 Governance arrangements for pay and conditions of service within Haringey

- 2.1 The General Purposes Committee as referred to in the Council’s constitution Part three, section B under its Terms of Reference has responsibility for the terms and conditions of service for all employees. The General Purposes Committee is a Committee of Full Council.
- 2.2 The General Purposes Committee is accountable for the remuneration of Corporate Directors, Directors and specified Statutory Officers as detailed in the Council’s Constitution and pay in general and will ensure that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation. Job titles may vary. This Committee will remit the Pay Policy Statement for approval by Full Council.

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

- 3.1 The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees. Changes to pay bands for the Chief Executive, Corporate Directors, Directors and Heads of Service/Senior Professional III graded employees are approved by the General Purposes Committee, other than for annual nationally and/or regionally agreed increases. The pay bands can be found at Appendix A.

- 3.2 Where it is proposed to appoint to a Corporate Director or Director post or other Statutory Officer post that comes within the remit of the Committee in the Constitution, the Appointments Panel must consider and approve the proposed salary.
- 3.3 The salary applicable to Corporate Director and Director graded posts are published on the Council's website.
- 3.4 Pay scales are increased in line with national and regional pay agreements. Progression through the applicable pay band will be contribution led based on individual, team and/or organisation performance. It will not be automatic, and the process will be overseen by the Chief Executive. The Chief Executive may decide not to authorise pay progression for any senior managers in any given year.
- 3.5 The Council may in exceptional circumstances, engage employees under contracts for services. The Council publishes in accordance with the Code details of all payments made under contracts for services in excess of £500 per day on the Council website.

4 Remuneration of other employees

- 4.1 Pay scales are increased in line with national and regional pay agreements.
- 4.2 For a majority of its employees who are not covered by local arrangements, the Council supports the National Joint Council (NJC) and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine. The exceptions to this are a small number of employees who are subject to the Soulbury, Teachers, Craft (Red Book), NHS and Fusion terms and conditions
- 4.3 The Council considers it important to be able to locally determine pay rates for some employees where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.
- 4.4 The Council employs a small number of employees who are Educational Psychologists and Education Advisers/Inspectors and uses the pay scales recommended by the Soulbury Committee for these employees.
- 4.5 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.
- 4.6 As a result of a Transfer of Undertakings, Protection of Employment (TUPE), the Council employs a small number of employees on JNC Craftworkers (Red Book) terms and conditions. A productivity payment scheme is part of the TUPE terms and conditions for these employees.

- 4.7 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.
- 4.8 Employees subject to NHS conditions are able to progress through the steps in their pay band subject to the principles set out in the Framework Agreement on the reform of Agenda for Change.
- 4.9 Employees subject to NJC conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.
- 4.10 Employees subject to STPAC and Soulbury conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1st of September each year until they reach the top of their grade/ range.
- 4.11 The Council also operates other terms and conditions, as required by law, for employees who have transferred in under TUPE legislation.

5 Remuneration of the lowest-paid employees

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

6 Job Evaluation

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

7 Pay Multiple

- 7.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.

- 7.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (i.e. all taxable earnings for including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind). The calculation of earnings excludes the cash value of pension provision.
- 7.3 The Council defines its lowest paid employees as those paid on the lowest pay spine point of 2 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay spine point in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added when necessary to ensure that the London Living Wage rate is achieved as outlined at section 5.1.

Description	2024/25
Highest Paid	£229,962
Median	£41,442
Lowest	£25,998
Highest to median ratio	5.5
Highest to Lowest ratio	8.8

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

8 Pay on Appointment

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

9 Market Allowance Payments

- 9.1 The Council acknowledges that our workforce is our most valuable asset when it comes to enabling and delivering services for those who live, work, study or visit the borough. Due to external market factors, allowances may need to be paid to some posts in order to attract and retain employees of the appropriate calibre.
- 9.2 Market allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.
- 9.3 A market allowance is deemed suitable where there is evidence of one or more of the following:
- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
 - Pay benchmarking exercises show that similar local authorities offer market allowances or a higher salary for the same work.

- A national / local skills shortage where the Council is competing with a number of other employers for applicants.
- The post is highly specialised with a limited number of potential applicants.

9.4 If the post does not meet the suitability criteria the payment of a market allowance is unjustified and may be in breach of equal pay legislation contained in the Equality Act 2010.

10 Fees for Election Duties

10.1 Council employees may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.

10.2 Fees paid for Returning Officer duties (and those of the Deputy Returning Officers) are paid in accordance with the appropriate Fees and Charges Order and are paid by the body responsible for the conduct of the election.

11 Pension

11.1 There are two pension schemes covering the Council's employees.

11.2 A majority of its employees are entitled to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published on the Council's website.

11.3 Centrally employed Teachers are entitled to join the Teachers' Pension Scheme and receive benefits in accordance with the provisions of that Scheme.

12 Other Terms and Conditions of Employment

12.1 The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.

12.2 The Council and Trade Union agreement, Equal Pay Review 2008, outlined the working arrangements and the payments to be made to the majority of employees below senior manager level. This included arrangements for working outside normal working hours including overtime and call out payments.

13 Payments on Termination of Employment

13.1 In the event that the Council terminates the employment of an employee on the grounds of redundancy they will receive compensation and benefits in accordance with the Council's Redundancy scheme, which is published on the Council's website. Variations to this are employees who have TUPE transferred into the Council with different contractual entitlements.

- 13.2 Severance payments of £100,000 or more must be considered and approved by the Disciplinary, Grievance and Dismissal Panel.
- 13.3 The Council has agreed a process for the approval of special severance payments in line with the statutory guidance from the Government.
- 13.4 Details of redundancy compensation payments paid to senior management are published on the Council's website.

14 Re-employment of Employees

- 14.1 Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.
- 14.2 Should a successful candidate be in receipt of a redundancy payment the Council will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) regarding the recovery of redundancy payments. The rules of the Local Government Pension Scheme also have provisions to reduce pension payments in certain circumstances to those who return to work within local government service.

15 Further Information

For further information on the Council's Pay Policy Statement please contact the Council's Head of Employee Relations, Business Partners and Reward.

Senior Leadership Pay Bands - 1st April 2024

Level	Category	Step	Point 1 (Minimum Pay Band)	Point 2	Point 3	Point 4	Point 5	Point 6 (Maximum Pay Band)
A	Chief Executive	HA2	£201,897	£207,174	£212,454	£217,731	£223,005	£228,279
B	Corporate Directors / Directors	HB3	£159,687	£164,856	£169,920	£175,089	£180,147	£185,316
		HB2	£130,401	£134,598	£138,801	£142,998	£147,198	£151,395
		HB1	£112,203	£115,755	£119,415	£122,967	£126,633	£130,185
C	Heads of Service/ Senior Professional III	HC3	£95,403	£98,634	£101,865	£105,204	£108,435	£111,663
		HC2	£81,729	£84,423	£87,114	£89,910	£92,604	£95,295
		HC1	£70,854	£73,008	£75,162	£77,313	£79,470	£81,621

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
National Joint Council (NJC) for Local Government Services - Green Book (the majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	With effect from 1 st April 2024: A consolidated increase of £1,491 on Outer London pay points up to pay point 48 and 2.5% on pay points above this. Allowances, including overtime rates, increased by 2.50%.	1 April 2025
Chief Executive	The Local Government Employers' (LGE) Senior Manager Evaluation Scheme	With effect from 1 April 2024: A consolidated increase on all full-time spinal points of 2.5%	1 April 2025
Chief Officers	The Local Government Employers' (LGE) Senior Manager Evaluation Scheme	With effect from 1 st April 2024: A consolidated on all full-time spinal points of 2.5%.	1 April 2025
Schools Teachers Pay & Conditions - STPAC (centrally employed Teachers)	Teachers Pay and conditions documents	With effect from 1 st September 2024: The government accepted to fully implement the recommendations contained in the School Teachers' Review Body's (STRB) Report. a) 5.5% uplift to all pay points and allowances for both teachers and leaders.	1 September 2025
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	With effect from September 2023: a) An increase of 4.0% on all spinal column points with effect from 1 September 2023. b) An increase of 3.88% on all allowances with effect from 1 September 2023. c) Changes to the Soulbury pay spines with effect from 1 September 2023.	1 September 2024
Public Health (ex-NHS employees)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or LGA scheme for those whose roles have been reviewed since the transfer date to the Council)	With effect from 1 April 2024: A consolidated 5.5 % increase in basic pay for all pay points.	1 April 2025
Craft workers	Joint Negotiating Committee (JNC)	With effect from 1 April 2024: £1,290 on basic salary and 2.50%on allowances	1 April 2025
Fusion (TUPE)	N/A (GLPC or LGE scheme for those whose roles have been reviewed since the transfer date to the Council)	With effect from 1 November 2024: All pay points are at least the LLW (London Living Wage) hourly rate, adjusted annually as needed.	1 November 2025 (LLW uplift)

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Report for: General Purposes Committee – 16th January 2025

Item number:

Title: People Report September 2024

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Tanya Patchett, Head of Employee Relations, Business Partners and Reward

Ward(s) affected: N/A

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

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 report is for information and for the Committee to note.

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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

6.1 People Report Headlines

- 6.1.1 In September 2024 the Council's established workforce increased slightly by 1.4%, which resulted in the base pay bill increasing further by 1.5% during this reporting quarter.
- 6.1.2 The average base pay per employee has increased to approx. £43,000.
- 6.1.3 During the period of June to September 2024 there was a reduction of 23 agency workers with a cost saving of 7.2%. As a result of this, the total percentage of agency workers as a proportion of the total workforce decreased further by 5.2%. Whilst the Council aims to reduce agency usage there will always be pockets across all directorates to help deliver services to our residents whilst permanent recruitment is undertaken.
- 6.1.4 The number of 'off payroll' workers who have a day rate of over £500 across the Council increased by 2 and resulted in a cost increase of 3.4% for this workforce group.
- 6.1.5 During the last rolling year period 53% of new starters were aged under 40 years old, a decrease of 2% since the previous rolling year. 33% of leavers were also from this age group, a 2% decrease when compared to the previous rolling year period.
- 6.1.6 Both the average number of sickness days and short term sickness rates have improved resulting in costs reducing by 3.2% when compared to June 2024.
- 6.1.7 Since June 2024 there has been 34 new apprenticeships across the Council and 7 apprenticeships completed. The most popular apprenticeship standards/ frameworks are as follows: Operations Departmental Manager (Level 5), Data Technician (Level 3) and Data Analyst (Level 4).

7. Contribution to strategic outcomes

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

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

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

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

8.1 Chief Finance Officer

This report recommends Committee to note the changes in the workforce from June 2024 to September 2024. 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 Assistant Director for Legal and Governance

This report is for information and for the Committee to note. The AD for Legal and Governance has no comments to make.

9. Use of Appendices

Appendix A - People Report (September 2024)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report

September 2024

Appendix A



Measure		Data Period	Reporting Period					% Change
Established Workforce			Dec 2023	Mar 2024	Jun 2024	Sep 2024	Status	Jun 2024 to Sep 2024
Headcount	M		3362	3374	3413	3461	↑	1.4
FTE	M		3111.3	3130.9	3170.9	3209.6	↑	1.2
Cost base pay - monthly (£000)	M		£11,198,629	£11,216,824	£11,328,864	£11,504,364	↑	1.5
Cost base pay - annualised (£000)	M		£134,383,547	£134,601,890	£135,946,369	£138,052,368	↑	1.5
Average cost per FTE (£000)	M		£43,192.1	£42,991.4	£42,873.1	£43,012.3	↑	0.3
Off Payroll Workforce - Agency (from June 2023 excludes £500+)								
Headcount	M		607	608	550	527	↓	-4.2
FTE	M		413.4	474.7	441.0	416.4	↓	-5.6
Cost - monthly (£000)	M		£2,692,828	£3,136,708	£2,951,482	£2,739,819	↓	-7.2
Cost - annualised (£000)	M		£32,313,932	£37,640,499	£35,417,784	£32,877,828	↓	-7.2
% Agency of total workforce	M		12.9	14.4	13.5	12.8	↓	-5.2
Off Payroll Workforce - Interims & Consultants (£500+)								
Headcount	M		75	67	66	68	↑	3.0
FTE	M		45.8	53.1	52.1	52.8	↑	1.3
Cost - monthly (£000)	M		£731	£834	£805	£832	↑	3.4
Cost - annualised (£000)	M		£8,774,835	£10,003,683	£9,660	£9,988	↑	3.4
Total Workforce (Established + Agency/Consultants/Interims)								
Headcount	M		4044	4049	4029	4056	↑	0.7
FTE	M		3570.5	3658.7	3664.0	3678.8	↑	0.4
Cost - monthly (£000)	M		£14,622,693	£15,187,173	£15,085,320	£15,076,553	↓	-0.1
Cost - annualised (£000)	M		£175,472,314	£182,246,071	£181,023,841	£180,918,636	↓	-0.1
Leavers								
Headcount	RY		376	416	415	412	↓	
FTE	RY		333.0	364.7	368.9	372.7	↑	
% Resignation/ Retirement	RY		80	76	78	77	↓	
% TUPE	RY		0	0	0	0	→	
% Redundancy	RY		4	6	7	9	↑	
% Other	RY		16	17	15	14	↓	
No. Leavers Aged <40	RY		140	135	144	136	↓	
Starters								
Headcount	RY		459	468	486	498	↑	
FTE	RY		439.3	448.3	471.1	486.3	↑	
% Permanent appointments	RY		70	68	67	63	↓	
% Fixed term appointments	RY		30	31	33	37	↑	
% Temporary appointments	RY		0	0	0	0	→	
No. New Starters Aged <40	RY		241	253	266	266	→	

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
September 2024
Appendix A



Measure		Data Period	Reporting Period				% Change
Sickness Absence			Dec 2023	Mar 2024	Jun 2024	Sep 2024	Status
Sickness rate (average days)		RY	11.4	11.2	11.3	10.6	↓
Long term sickness rate (20+ days)		RY	8.4	9.2	8.5	8.6	↑
Short term sickness rate (<20 days)		RY	3.0	2.0	2.9	2.0	↓
Sickness cost (£000)		RY	£4,962	£4,431	£4,889	£4,732	↓
Apprentices							
Adults, Health & Communities		M	26	20	33	29	↓
Children's Services		M	17	19	25	20	↓
Culture, Strategy & Engagement		M	27	13	35	19	↓
Director of Finance		M	13	10	18	16	↓
Environment & Resident Experience		M	17	15	19	24	↑
Placemaking & Housing		M	32	30	39	40	↑
No. Apprentices		M	132	107	169	148	↓

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: General Purposes Committee - 16th January 2025

Item number:

Title: HR Policies

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Tanya Patchett, Head of Employee Relations, Business Partners and Reward

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The report sets out the changes to the Probation, Purchasing Annual Leave and Organisational Change policies to ensure that they are in line with ACAS best practice, any legal/ statutory requirements and the Council's local requirements.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That Committee consider and approve the changes to the Probation, Purchasing Annual Leave and Organisational Change policies.

4. Reason for Decision

Review of policies is done on a cycle basis however priority has been given this year to reviewing the key policies in most frequent use as part of our improvement to managing employee relations cases and simplifying the policies for all managers and employees. The change to policies is to make the management of people more effective.

5. Alternative Options Considered

Not applicable.

6. Background information

- 6.1 Human Resources (HR) has consulted/ engaged with Trade Unions, Staff Networks and other stakeholders via our policy collaboration process to ensure the Council has fit for purpose and legally compliant policies.
- 6.2 The new Probation and Organisational Change Policies have been drafted in line with ACAS best practice (with reference to Brightmine, formerly known as XpertHR), any legal/ statutory requirements and the Council's local requirements.
- 6.3 The Probation Policy has been updated as follows:
- 6.3.1 The principles section has been updated in line with other Council policies.
- 6.3.2 The reference to practice notes has been removed and contents has been amalgamated into the policy, for example support for employees.
- 6.3.3 The number of probation review meetings have changed from six to four. An outline of these can be found at appendix B of the policy.
- 6.3.4 Additional wording has been included with regards to the Council's duty on dismissal of a Newly Qualified Social Worker during their ASYE period or whose professional practice is of a significant concern, as well as further detail on ASYE extensions and how this affects the probationary period.
- 6.3.5 The investigation during misconduct/ gross misconduct changed to a formal fact find.
- 6.3.6 New section has been included to provide clarity on duration of probation.
- 6.3.7 New process added where HR will issue letters confirming employees have passed their probationary period.
- 6.3.8 The chair of the final probation hearing changed to Head of Service or above level.
- 6.3.9 There has been a change in the number of working days to submit an appeal from 5 days to 10 working days, as well as the communication of the outcome from 3 days to 5 working days. By changing these timescales it ensures consistency with other policies.
- 6.4 The Organisational Change Policy has been updated as follows:
- 6.4.1 We have taken the opportunity to focus on the Organisational Change Policy, given the expected change we felt it important to present a rewrite of the policy to ensure best practice and to ensure that there is clear guidance and a structured approach to managing change within the Council.
- 6.4.2 Some key changes are as follows:
- Included guidance around maternity and new parents regulations.
 - Appeal submission and outcome timescales changed in line with other policies.
 - Clearer outline of the steps required to be undertaken as part of commencing a formal restructure process.
 - Detailed outline of proposed selection methods.
- 6.5 We have also taken the opportunity to amend the Purchasing Annual Leave Policy. The recommended changes are as follows:

- A change in the number of days an employee can purchase annual leave from ten to twenty-six days in any one annual leave year, pro-rata for part-time employees.
- A change to the calculation in the cost of a day's leave and is based on calendar days instead of working days. Refer to section 4.4 of the policy.

- 6.5.1 The aim of this policy is to allow employees who require more leave to purchase it from the Council and spread the cost throughout the year. Take up has historically been relatively low. In 2024/25, 34 employees purchased annual leave, with 17 purchasing the full 10 days (the current policy maximum). The cost reduction is approximately 1 FTE (c.£50,000).
- 6.5.2 The Council's financial situation is extremely difficult and one way to make cost savings is to reduce employment costs. This proposal stems from a Budget Week project which looked at reducing employment costs and aims to increase take up of the scheme whilst continuing to provide flexibility to employees.
- 6.5.3 The recommendations would mean that employees could effectively apply to work 0.9 FTE, without a change of contract, with the additional days off to be taken throughout the year.
- 6.5.4 If the revised policy does not deliver expected benefits, the Council can revert to the previous policy and calculation methodology, subject to future Committee agreement.
- 6.5.6 Trade Unions have been consulted and have no objections or concerns with these proposed changes to the policy.
- 6.6 In accordance with the General Purposes Committee decision of 3 July 2024, the Chief People Officer has considered whether the second written warning should be removed from the Disciplinary Policy. After careful consideration and in accordance with the authority granted to the Chief People Officer by the Committee a decision has been made to remove this with effect from 1 January 2025.
- 6.7 HR proposes to bring the following policies to the next committee meeting in March 2025:
1. Ill Health Retirement Policy
 2. Flexible Retirement Policy
 3. Parental Leave Policy

7. Contribution to strategic outcomes

The review and amendments to policies are done in order to ensure we are operating within best practice for Human Resources and in supporting the organisation to achieve its' objectives. Policies under review are also done so in order to maximise the efficiency of workforce management.

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

8.1 Chief Finance Officer

The amendment to the Purchasing Annual Leave Policy increasing the number of days an employee can purchase from 10 to 26 p.a. may generate additional savings to the Council although it is not possible to provide a reliable estimate at this stage, particularly given the historic low take up of the current benefit. There are no other financial implications arising from the contents of this report.

8.2 Head of Legal and Governance

The Assistant Director of Legal and Governance has reviewed and provided comments on the changes proposed to the Probation Policy, Organisational Change Policy and Purchasing Annual Leave Policy. The changes are compliant with current employment legislation and good HR practice.

9. Use of Appendices

Appendix A - Probation Policy

Appendix B - Organisational Change Policy

Appendix C - Purchasing Annual Leave Policy (Amended)

10. Local Government (Access to Information) Act 1985

Not applicable.

Organisational Change Policy

Version 1
December 2024

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Organisational Change Policy and Procedure

1 Introduction

- 1.1 The purpose of this policy is to provide clear guidance and a structured approach to managing change within the Council. This includes ensuring that all changes are undertaken in a fair, transparent and legally compliant manner without any form of discrimination.
- 1.2 This policy focuses on supporting employees and maintaining service delivery whilst going through a period of change.
- 1.3 Haringey Council values its employees and is committed to providing long term security, managing the organisation in the best way possible to ensure stable and sustainable employment through effective planning to meet current and future needs.
- 1.4 This policy applies to all employees and apprentices directly employed by the Council on a permanent, fixed-term or temporary contract. It does not apply to agency workers, contractors or consultants working for the Council.
- 1.5 Teachers and employees working in schools have their own local management and policies to follow.
- 1.6 Employees who are acting up or on secondment should be considered in the 'at risk of potential redundancy' pool only where the changes impact their substantive role.
- 1.7 Any proposed organisational change should be raised with the Strategic HR & OD Business Partner who will support the change programme and ensure correct application of the policy.

2 Principles

- 2.1 All organisational change will be managed efficiently and in line with best practice, full details on the principles can be found at appendix A.
- 2.2 Documents associated with the policy will be created in line with the organisational accessibility guidelines and where necessary and appropriate, reasonable adjustments will be made to enable all employees to fully participate.

3 Minor Changes

- 3.1 In order to meet changing business needs more effectively there may be occasions where managers need to implement relatively minor changes to working practice, team structures, reporting lines, job descriptions or job titles. Further details can be found in the [Job Evaluation Policy](#). Such changes may be implemented without following the formal process set out in section 4.3. A minor change would not lead to redundancy for an employee.
- 3.2 While formal consultation is not needed, managers will normally discuss with employees any changes that have an impact on their work and ask for views before implementation. A Delegated Authority eform must be completed and agreed by the

usual parties. Changes may only be implemented once comments and agreement have been received.

4 Significant Changes

4.1 Where significant changes are needed, the process set out below applies. The need to restructure a team, service or business unit may be as a result of the following (this is not an exhaustive list):

- Closing a service
- Change in funding or financial pressures
- Change in legislation
- Advances in technology
- Change in working practice resulting in the need for different types of jobs or fewer jobs
- Other external pressures
- Re-organisation to meet business needs

4.2 Collective Consultations

4.2.1 Where a collective agreement applies, consultation will be in accordance with the provisions required by Part IV of the Trade Union and Labour relations (Consolidation) Act 1992 (TULR(C)A) 1992. Consultation will be entered into as soon as is reasonably practicable.

4.2.2 The Council will inform the Department for Business, Energy, and Industrial Strategy (BEIS) of any potential for redundancies of 20 or more employees within a period of 90 days or less.

4.2.3 In addition to the period of collective consultation required, the Council will consult through the management structures of the Council with individual employees whose positions are at 'risk of potential redundancy'.

4.3 Formal Process Steps

The following steps must be taken when starting a formal restructure process.

4.3.1 Step One: Developing the proposal

The service must contact their Strategic HR & OD Business Partner before planning any change, this is to ensure there are sufficient resources and the planned change is in line with organisational priorities. Taking time to properly develop and plan an organisational change, is essential to ensuring its success. Proposals must meet the needs of the service, be achievable within the available budget envelope and be implemented with fairness and transparency.

The first action is for a business case to be produced by the service, supported by the Strategic HR & OD Business Partner, who will provide the template document.

The business case will later become the document used to consult with employees and Trade Unions and should outline the following:

- Purpose and reason for the changes

- The options which have been considered
- An indicative timetable for the consultation and implementation of the proposed changes
- The proposal including current and proposed structure charts
- Any impact or changes to service
- The numbers, grades and descriptions of employees who are included in the restructure and the associated employment implications e.g. assimilations, at risk of potential redundancy etc.
- The steps that will be taken to avoid/minimise redundancies
- Details of the roles proposed in the new structure, including the new or updated job descriptions
- Proposed selection methods including proposals for assimilations or redundancies where appropriate
- A minimum 30-day consultation period (unless all parties agree to a shorter timescale) must be allowed for employees and Trade Unions to consider the proposal and to respond
- Support and training will be available to employees during consultation and during the transition phase of the change to ensure the benefits required by the change are achieved.

If new or revised job descriptions are required as part of the change, these should be drafted and shared with the Employment and Reward Team via [HALO](#) at the earliest opportunity for evaluation. Guidance on writing job descriptions can be found [here](#).

At this stage, the manager supported by the Strategic HR & OD Business Partner will also identify those posts which could be subject to deletion and employees that will be 'at risk of potential redundancy' because of the organisational change. The employees in these posts will be put into a pool from which selection into the new structure will be made. Further information on selection methods can be found at section 5.

The Council recognises its responsibility to ensure that no employee suffers discrimination or is disadvantaged due to a protected characteristic under the Equality Act 2010.

An Equality Impact Analysis (EQIA) will be undertaken on the group of employees who will be affected by the restructure. An EQIA is a planning tool that enables the Council to build equality into the change management proposals and processes and act where appropriate. Further information can be found [here](#).

In most cases, employees on fixed term contracts will be included in the 'at-risk of potential redundancy' pool as fixed term employees are to be treated the same as an equivalent permanent employee. However this will be considered on a case by case basis in line with the legislation.

If as a consequence of the proposals potential redundancies may occur, an assessment of severance costs should also be highlighted to the Redundancy Panel for their information.

4.3.2 Step Two: Initial Agreement to Proceed

Before the consultation process starts, the manager will need to have agreement from both Finance and the appropriate Director/ Corporate Director that the reorganisation can take place.

A separate cover sheet will be provided by the Strategic HR & OD Business Partner which will detail the financial provision for any changes. This will not form part of the final Consultation Pack for employees and Trade Unions, however this will need to be signed off by both Finance and the relevant Director/ Corporate Director alongside the full business case before any wider discussions (informal or formal) take place. Once agreement has been confirmed, an informal meeting with the recognised Trade Unions should be arranged.

4.3.3 Step Three: Commence Formal Consultation

The timing and extent of consultation will be proportionate to the degree of proposed changes, the number and the impact of the employees affected. Formal consultation will take place with all employees who are 'at risk of potential redundancy'. Where it is not possible to hold face-to-face meetings, the consultation process will be conducted remotely.

Employees who are absent from work (due to sickness, parental leave, secondment or any other absence) will be sent a copy of the Consultation Pack, they will either be invited to attend consultation meetings or will be met with separately where this is more appropriate, in order that they can fully participate in the consultation process.

The Consultation Pack will contain the Business Case developed in step one along with copies of all new/amended job descriptions.

Consultation will continue for a period of no less than the statutory time scales:

- Where 20 to 99 redundancies are proposed, consultation will commence at least 30 days before the first dismissal takes place.
- Where 100 or more redundancies are proposed then consultation will commence at least 45 days before the first redundancy takes place.

In an individual redundancy scenario, or where less than 20 redundancies are proposed, consultation will start at least 30 days before any individual notice of redundancy is given. However, consultation may be for a shorter period dependent on the situation, for example, when the employee(s) affected requests that the consultation period be reduced.

In accordance with legislation and best practice the Council will ensure that meaningful and appropriate consultation with Trade Unions and employees affected by organisational change takes place.

The purpose of consultation will be:

- to present proposals for change
- to receive and where possible address any questions on the proposals and consultation pack
- to consider any comments or views expressed on the consultation pack meaningfully, before determining any final decision to proceed

Each employee whose role may be affected by the change will be invited to attend formal consultation meeting(s) during the consultation period. Depending on the

scale of the change process, these may be held in a group meeting or in smaller meetings at a team level.

Individual consultation with all employees affected will be offered in addition to the collective consultation. Individuals will be offered the right to be accompanied by a Trade Union representative or workplace colleague.

Comments or queries received from affected employees or from Trade Union representatives during this period should be either responded to on an individual basis as soon as they are received or a joint response covering all the points received can be issued to all affected employees and Trade Unions at the end of the consultation period.

4.3.4 Step Four: End of Consultation

At the end of the consultation period a decision will be reached whether to proceed in accordance with the initial proposals or to update the proposals based on the feedback received. Depending on the changes considered it may be necessary to re-evaluate job descriptions, change structure designs or job titles. A final copy of the structure and proposals, confirmation of the posts 'at risk of potential redundancy', details of the recruitment method and new job descriptions should be sent to each of the affected employee groups and to the Trade Unions.

If the Trade Union fail to agree with the management decision based on the outcome of consultation, they have recourse to the agreed Council disputes process. In this circumstance, the part of the proposals being disputed cannot be actioned until after all stages of the process have been completed. After exhaustion of the process management will advise its intentions.

Exceptionally, a change to the proposals may result in new posts being placed 'at-risk of potential redundancy'. In these circumstances, those employees will be formally informed and consultation will commence with those employees. Due to this, the overall organisational change timetable may be delayed enabling this to happen. These changes shall normally only arise from either:

- counter proposals from employees and/or Trade Unions
- a demonstrable change in the financial position which could not have been foreseen at the commencement of consultation.

4.3.5 Step Five: Selection Process

Once the final structure is confirmed the selection process commences. For those employees who unfortunately do not secure a role in the new structure, suitable alternatives will be considered either from any remaining unfilled roles or via the redeployment pool. Further information on selection methods can be found at section 5.

Pregnant employees and some new parents have special protection in a redundancy situation. By law (Employment Rights Act 1996), the employer must offer them a suitable alternative vacancy, if there is one. The law applies to anyone who's legally classed as an employee and is either:

- pregnant
- taking maternity leave
- taking adoption leave

- taking shared parental leave

The law does not apply to other types of leave, for example paternity leave.

Further details on these legal obligations are set out in section 8.

4.3.6 Step Six: Next Steps

Once selection has been confirmed and provisional jobs offered, notifications will be sent to all relevant teams to enable the processing of changes to roles and issuing of confirmation.

4.3.7 Step Seven: Redundancy Notification

All redundancies must go to the Redundancy Panel for approval before notice of redundancy or a redundancy payment can be issued.

If the severance package is in excess of £100,000 (this includes all costs including redundancy pay, any pension capital costs, pay in lieu of notice and outstanding annual leave) the decision about whether or not to agree payment rests with the Disciplinary, Grievance & Dismissal Panel and a report must be sent outlining the details. Officers must not confirm the redundancy until the Committee decision is made. This is confirmed in the Council's Pay Policy Statement.

The Redundancy Panel, which comprises of the Chief People Officer and the Corporate Director of Finance are able to agree severance packages under £100,000 without the need for Committee approval. The Employment & Reward team arrange for the details of the proposed redundancies to be sent to the Redundancy Panel for a decision on whether they can go ahead.

If the panel agree to the redundancy, a notice letter is sent to the employee and their details passed to the Recruitment team to support with identifying any suitable alternative roles via redeployment during their notice period.

4.3.8 Step Eight: Confirm the appointments

Written notification of the outcome of the selection process must be sent to each employee who has been selected for a job in the new structure. All appointments will remain provisional until any appeal process has been concluded.

A copy of the appointment letter together with the relevant job description must also be sent to the HR Operations team via [HALO](#) for inclusion on their employee file.

5 Selection Process

- 5.1 The Council will identify how to select employees for jobs in the new structure and must ensure that affected employees who are absent due to sickness, parental leave, secondment or any other absence are placed in accordance with the legal

requirements. Further guidance can be found in section 8.

- 5.2 The proposed methods to be used will be set out in the consultation process and may be a variety of methods as outlined below. If there is a need to consider suitable alternative employment or redeployment, jobs will be sought at no more than three grades up or one grade down from the employee's substantive role.
- 5.3 In certain circumstances the redundancy proposal may affect an employee or may consist of a proposal to make redundant all employees in one area (e.g. the closure of a department). In such a case it may not be appropriate to hold a selection process.
- 5.4 All appointments will be subject to the outcome of any appeals.

5.5 Assimilations

Assimilation to a new role will be used where:

- The new post(s) is (are) substantially unchanged and no more than one grade difference and/or
- The number of post holders 'at risk of potential redundancy' is the same as or less than the number of posts in the new structure.

Proposals for assimilations must be included in the Consultation Pack and these may be reviewed at the end of the consultation period in response to any comments received from the Trade Unions and / or employees.

Employees who are assimilated into a new role will not be subject to a selection or assessment process however, it is expected that the appointing manager will have a documented development conversation with the employee which will include setting out the expectations of the new/revised role.

5.6 Ring Fence Arrangements and Interview Process

The Council will identify the most suitable ringfencing arrangements to be applied and these proposals must be included in the Consultation Pack.

The ringfencing options available are as follows:

a) Open Ringfence

Ringfenced employees can apply for one or more of the available roles by completing and submitting the 'Expressions of Interest' form given, see appendix D.

All employees who are considered to be 'at risk of potential redundancy' as a result of the restructure and have not been assimilated to a post, will be placed within one ringfence to enable them to apply for any of the posts in the structure.

Wherever possible, the employee 'at risk of potential redundancy' will be asked to submit one expression of interest form and indicate the jobs they are interested in being considered for, in priority order. This may mean the form needs to cover the requirements of more than one job. The Council reserves the right to limit the number of job preferences depending on the size of the organisational change. The Council will try to minimise the number of interviews an employee will need to attend where multiple preferences have been given.

b) Closed Ringfence

In the event that there are more postholders than posts which perform work of a similar nature, consideration will be made for a closed ringfence to be applied. Any employee who is unsuccessful in securing a role via this closed ringfence will then be included within the wider open ringfence as set out above.

5.7 Management Assessment

This is generally a paper assessment and is most often used if the employee opts not to take part in the process or when other selection arrangements are impractical. If an employee is allocated to a job following management assessment, and they fail to accept the offer of employment by not signing a new contract, the contract may nevertheless be deemed to have been accepted by the employee performing to it.

5.8 Failure to co-operate with the selection process

During the selection process the Council will consider whether there are any vacant posts in the new structure that an employee who has chosen not to participate in the selection process or has been unsuccessful in securing, could be offered – as a suitable alternative post. If an employee unreasonably refuses an offer of 'suitable alternative' employment they may forfeit their right to a redundancy payment.

The employee will be given the chance to raise concerns if they feel that the offer of suitable alternative employment made to them is not a suitable offer and a response to the concerns raised will be given in writing. This process is outlined in section 6.1.

6 Suitable Alternative Employment, Redeployment and Pay Protection

6.1 Suitable Alternative Employment

- 6.1.1 A vacancy will only be considered a suitable alternative post if it is either at the same grade, at up to three grades up (two in the case of those on Senior Manager terms and conditions of employment), or one grade down from the employee's substantive grade.
- 6.1.2 A redundancy payment will not be made if an employee unreasonably rejects a suitable alternative role which has been offered as part of the process. In the event the employee is over age 55 and in the LGPS there is a requirement for the pension strain costs to still be covered, this can be discussed on an individual basis as it arises.

- 6.1.3 If there is dispute as to whether the role is a suitable alternative, the employee's Head of Service should first meet with them to discuss the dispute. If there is no resolution following this discussion the decision will be referred to the Head of Employee Relation, Business Partner and Reward for review. This decision can be appealed to the Chief People Officer, or their delegate, by the employee.
- 6.1.4 As disputes will need to be dealt with as quickly as possible, the process may be a paper process, but this does not stop the employee from accessing other formal procedures such as a grievance at any point during the dispute process. However, the grievance process may not be used to reopen or try to overturn a decision that has been made.
- 6.1.5 If it is accepted by the Council that the alternative employment offered is not suitable for the employee, they will be treated as having been dismissed by reason of redundancy on the date that their original job came to an end. In these circumstances, the employee will retain the right to a redundancy payment.
- 6.1.6 Where a permanent appointment cannot be found, then a suitable fixed-term opportunity may be offered if available.
- 6.1.7 Employees who secure alternative work outside of the council during this period, must advise the Strategic HR & OD Business Partner as soon as they have accepted a post. This is to ensure correct advice and processes are followed in respect of redundancy, this is particularly important if securing a role in another public sector organisation.

6.2 Redeployment

- 6.2.1 Redeployment is the process of finding suitable alternative employment for an employee who has not secured a role within the new structure and has been issued with notice of termination of employment. Redeployment via the redeployment pool will occur for the duration of the employee's notice period and will not be restricted by grade in anyway.
- 6.2.2 Where a vacant post is a member appointment, and the employee is being redeployed to it from a post that is not a member appointment (i.e. they have never had a member interview) then the redeployment is subject to approval by Committee.
- 6.2.3 The Council is committed to maintaining employees in employment where this is consistent with its overall aims and statutory obligations and recognises the value of those employees on the redeployee list and the contributions they can make.
- 6.2.4 The Recruitment Team will ensure redeployees receive details of vacancies to enable them to submit an application. Although the recruitment process will not be frozen, redeployees who meet the essential criteria for the job will be seen before other internal and external candidates. If following an interview, the redeployee is able to demonstrate that they meet all the essential criteria, the post must be offered to the most suitable redeployee and an eight week trial begins.
- 6.2.5 During their period of redeployment, redeployees are expected to also take responsibility to check the vacancy lists for other jobs that they feel would be a suitable match for their skills and experience and to apply as a redeployee.

- 6.2.6 A redeployee can take reasonable time off for job hunting, attending interviews and training during the formal notice period in order to seek new work. The time off must be agreed in advance by the manager.
- 6.2.7 An employee stops being a redeployee when either they are redeployed, and the trial period is satisfactorily passed or when they have worked their redundancy notice period and leave the Council's employment.
- 6.2.8 Once an alternative role is identified, the redeployee will be placed in the job for a trial period of up to eight weeks. Depending on the nature and complexity of the job role and subject to the agreement of both the redeployee and the manager, it may be extended to a maximum of twelve weeks.
- 6.2.9 The trial period should be used to consider the redeployee's suitability for the post and training needs should be identified, and where possible met, and targets set, as necessary.
- 6.2.10 Where an employee 'at risk of potential redundancy' undertakes a trial period in a new job and it becomes apparent during the trial period that the new job is unsuitable for the employee, the Council can offer an alternative. If the employee accepts this further offer, a new trial period will apply.
- 6.2.11 Reasonable adjustments may be required to enable redeployees with a disability to undertake the role. If there are considerable adjustments which need to be put in place before it begins, it is a management decision about whether it is reasonable to do so. The Employee Relations team will provide support with this.
- 6.2.12 Where appropriate the Council will provide reasonable relevant training and development for redeployees to support them in finding alternative employment or to get them to a satisfactory skill level for a specific post within a reasonable period.

6.3 Pay Protection

- 6.3.1 Full pay protection is in place for a period of 18 months to support those redeployed to a post which is one grade lower. If the employee volunteers to take a job at two or more grades down then pay protection at one grade above the new grade will be paid for 18 months.
- 6.3.2 Pay protection applies to the grade of the post; in the event that an employee moves to a post that is a lower grade but on more hours, the pay protection will apply to the substantive hours on the new grade for a period of 18 months. This effectively means for the duration of the pay protection, there are 2 rates of pay for the original number of hours and the additional hours.
- 6.3.3 Full pay is defined as the employee's basic pay, plus any contractual allowances which were paid prior to the start of the organisational change. No increments or pay award will be paid until the pay protection ends or until the unprotected salary that the employee will move to exceeds the protected salary. In this circumstance the pay protection would end early.

Before a match is made the following criteria will be considered:

- The similarity of the vacancy to the current job
- The redeployees skills, abilities and personal circumstances
- The total pay and benefits of the job (pay protection is in place for 18 months if the job is at a lower grade to the substantive job)
- The hours and location of the job (this may include hybrid working location).

7 Redundancy Process and Appeals

7.1 A dismissal due to redundancy will only be made if an employee has not been placed into a job in the new structure and has been unsuccessful in securing a suitable alternative role via the redeployment process.

7.2 Protection of Redundancy

Pregnant employees and some new parents have special protection in a redundancy situation. By law (Employment Rights Act 1996), the employer must offer them a suitable alternative vacancy, if there is one. Further details on these legal obligations are set out in section 8.

7.3 Appeal Against Redundancy Dismissal

If the employee wishes to appeal against the formal notice of redundancy dismissal they should appeal via HALO (or by email to humanresources@haringey.gov.uk if they do not have access to HALO), within ten working days of receiving the written decision, stating the grounds for appeal. Appeals will be based only against the selection of an employee for redundancy, not against the decision to restructure.

The appeal will be conducted by a manager who is more senior to the one who made the initial decision and will be nominated by the Head of Employee Relations, Business Partner & Reward or their delegate. The appeal chair will be supported by a member of Human Resources.

The Manager hearing the appeal will invite the employee in writing to attend an appeal meeting, informing the employee of the entitlement to be accompanied by a work colleague or accredited Trade Union representative. All documents relevant to the appeal will be available to all parties involved and no less than five working days notice of the appeal hearing will be provided.

Appeals must be submitted on the Appeal form (appendix E) and the employee must be specific about the grounds of appeal; these will effectively form the agenda for the hearing.

Appeals may only be raised on the grounds of:

- Procedure - a failure to follow procedure had a material effect on the decision
- Decision - the evidence did not support the conclusion reached or is inconsistent with other decisions within the Council
- Bias/prejudice

The decision will normally be confirmed in writing within three working days of the hearing. The decision is final with no further right of appeal.

The decision of the Appeals Panel will confirm one of the following:

- confirm the original decision
- revoke the original decision
- substitute a different decision

During the appeal process all appointments to posts within the new structure will remain provisional until a final decision is reached. If the appeal is unsuccessful the appellant's redundancy notice will continue unaffected, if the appeal is successful, the selection process may be repeated subject to any recommendations made by the Appeal Chair.

7.4 Redundancy Pay

7.4.1 Statutory redundancy pay is covered in the Employment Rights Act.

7.4.2 The Council exercises its discretion in relation to enhanced redundancy payments under the following:

- The Local government (Early Termination of Employment), (Discretionary Compensation) (England & Wales) Regulations 2006
- The Teachers (Compensation for Redundancy and Premature Retirement) Regulations 2015
- Local Government Pension Scheme Regulations 2013
- The Employment Rights Act 1996

7.4.3 The amount of redundancy pay to be received will be in accordance with the [Modification Order](#) and will depend upon a number of factors, some of which are listed below:

- how long the employee has been continuously employed (up to a maximum of 20 years)
- their age
- their actual weekly pay
- redundancy payment is subject to a break in service – 5 week rule

8 Other Considerations

8.1 Maternity and New Parents Regulations

8.1.1 As highlighted throughout the policy, pregnant employees and some new parents have special protection in a redundancy situation. In these circumstances the Council must offer them a suitable alternative role, if there is one available.

8.1.2 This applies to anyone who is legally classed as an employee and is either:

- pregnant
- taking maternity leave

- taking adoption leave
- taking shared parental leave

This does not apply to other types of leave, for example paternity leave.

8.1.3 There will be a redundancy protected period, which is the length of time an employee has redundancy protection. The length of the protected period depends on either:

- the type of leave an employee is taking
- when an employee tells their employer they are pregnant

8.1.4 Pregnancy and maternity leave

Employees who have not started their maternity leave and notified their manager of their pregnancy before 6 April 2024 are also protected.

The redundancy protected period during pregnancy and maternity:

- starts when an employee tells their employer that they are pregnant
- ends 18 months from the exact date the baby is born

If an employee does not tell their manager the exact date, the protected period ends 18 months from the expected week of childbirth.

8.1.5 If there's a stillbirth or miscarriage

The redundancy protected period starts when an employee tells their manager that they are pregnant.

If an employee has a miscarriage within the first 24 weeks of pregnancy, the redundancy protected period ends 2 weeks from the end of the pregnancy.

If a child is stillborn after 24 weeks of pregnancy, the redundancy protected period ends 18 months from the date of the birth.

8.1.6 Adoption leave

From 6 April 2024 the redundancy protected period for someone taking adoption leave has been extended.

The redundancy protected period starts on the day employee's adoption leave begins.

It ends 18 months from either:

- the date the adoption placement starts
- the date the child enters England, Scotland or Wales, if it's an overseas adoption

8.1.7 Shared parental leave

From 6 April 2024 the redundancy protected period for an employee taking shared parental leave has been extended.

The redundancy protected period starts on the day a period of shared parental leave begins.

If an employee takes:

- less than 6 weeks leave – the protected period ends on the last day of the block of leave
- 6 weeks or more of continuous leave – the protected period ends 18 months from the date of the child's birth

If the employee takes discontinuous leave, the redundancy protected period finishes at the end of each period of shared parental leave.

An employee who has already taken adoption or maternity leave will have the redundancy protected period of that specific type of leave.

8.1.8 Suitable alternative employment

If there are any suitable alternative vacancies the Council must offer them to employees who have this redundancy protection.

Any employee who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable.

There might not be enough suitable vacancies for all employees who have this redundancy protection. The Council will have to decide which employee is most suitable for the roles they have. This might include considering an employee's:

- Skills
- Job knowledge
- Experience

The Council should explain in writing, what criteria they will use to make their decision and why.

If employees are not offered a suitable vacancy, the manager should meet with them to discuss the decision.

8.2 Safeguarding

A suitable placement may be identified which requires either a Disclosure and Barring Service (DBS) check and / or clearance by another safeguarding authority. A DBS check will be applied at the time of the redeployee being identified as a suitable match. Consideration must be given to the job being adapted to enable the redeployee to begin the trial period. For example, the period until the DBS check is received could be used to undertake any training or induction, could be used for work shadowing and general familiarisation with the role.

If the DBS check is clear then the trial period can proceed, if it is not then the DBS policy should be followed and the offer of the trial period rescinded. If this is the case, the redeployee will return to the redeployment pool for the remainder of their notice period.

9 Further References

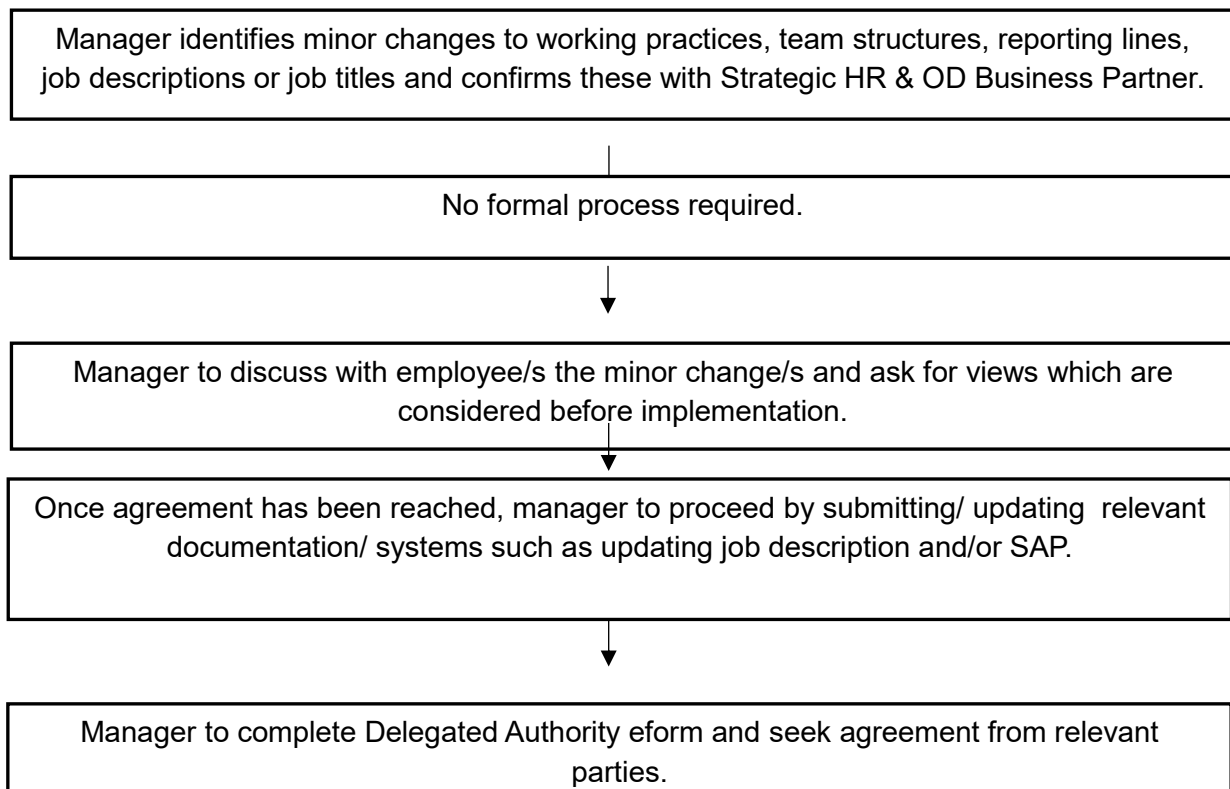
- 9.1 Parental Leave Policy
ACAS
Modification Order - Legislation.gov.uk

Appendix A - Principles

Principle	Outline
Planning	Any organisational change should be carefully planned to consider the impact of any new structures, roles, processes or systems. This will also help managers identify the key outcomes of the change and ensure plans are aligned to wider Council objectives. Advice on the development of a business case should involve the Strategic HR & OD Business Partner and Finance.
Clarity	The aims of the restructure should be clear and communicated to the affected employee group and to the Trade Unions. There should be clear reasons given why the posts which have been identified as part of the restructure have been included.
Transparency	A full and comprehensive Consultation Pack will be made available to all affected employees, including those who are

	absent due to sickness, parental leave, secondment or any other absence. The pack is to include the aims to be achieved, details of the new/revised job descriptions and grades and details of the assimilation and/or ring fence arrangements.
Fairness	Where redundancies are necessary, selection for redundancy is based on clear criteria that will be fairly applied.
Consultation	The Council recognises the benefit of early and meaningful consultation with employees and recognised Trade Unions when change is planned.
Support	To prepare employees by providing them with knowledge and support to handle change and that will enable them to move forward positively after the change is completed.

Appendix B - Minor Organisational Changes Overview



Appendix C - Significant Organisational Changes Overview

Manager identifies the need for change and contacts Strategic HR & OD Business Partner.

Initial points to consider:

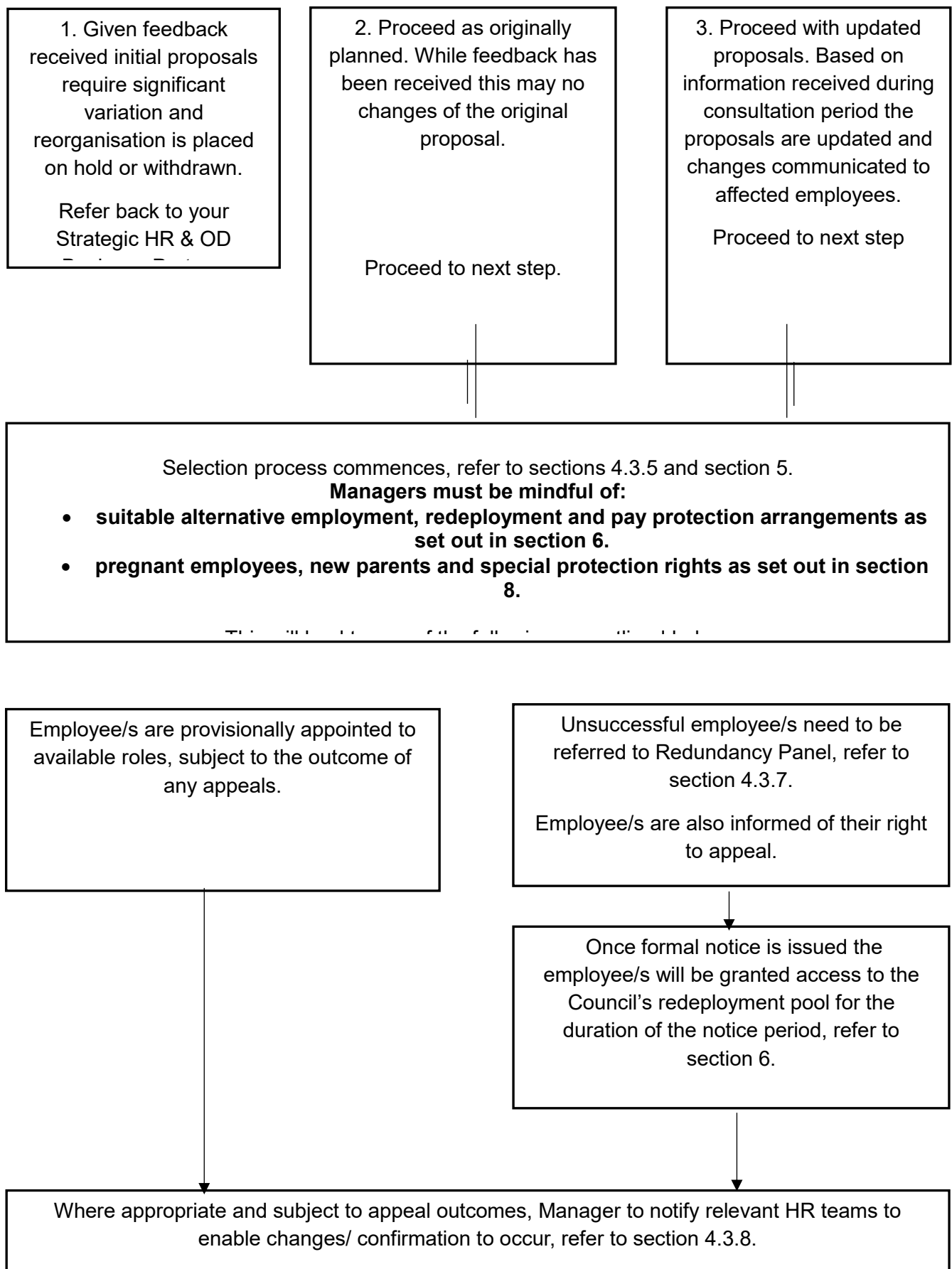
- Purpose, reason and impact of the changes
- An indicative timetable for the consultation and implementation
- Current and proposed structure charts (including new and updated job descriptions.
- Impact on employees, e.g. assimilation, ringfence arrangements, selection methods and any potential redundancies.
- Full details can be found in section 4.3.1.



End of consultation, refer to section 4.3.4.

One of the following will occur:





Appendix D - Expression of Interest Form

Post/s applying for: <i>Please list in priority order if there is more than one post you are interested in.</i> <i>You must address how you meet the essential selection criteria for each post in the section below.</i>	1. Job title: Grade: 2. Job title: Grade: 3. Job title: Grade: 4. Job title: Grade:
--	--

Name:	
Current job title:	
Grade:	
Temporary Grade: (if applicable)	
Are there any changes to your working arrangements you would like to be considered?	
Contact telephone number:	
Do you consider yourself to have a disability? Yes/No	

Give details of how you meet the essential selection criteria for each post you have indicated above

Post 1

Post 2

Post 3

Post 4

Ensure that you submit the form to your manager no later than the closing date.

Appendix E - Appeal Form

Selection for Redundancy - Appeal Form

Employees who are unplaced in a Restructure and are therefore to be given notice of redundancy have a right of appeal against this decision. The appeal must be made in writing using this form. The completed form must be returned within 10 working days of the date of the decision letter and must be completed in full, outlining the reasons for the appeal.

Name		Service	
Job Title		Contact Telephone	
Line Manager			

Please outline your appeal; giving as much detail as you can, including any evidence you have to substantiate your appeal (Please use additional paper if required).

--

Please note that your appeal will not be lodged until the form is completed in full.

Signature	Date
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The completed form must be returned to: humanresources@haringey.gov.uk

Document Control

Key Information	
Title	Organisational Change Policy
Document Type	Policy
Document Status	New
Author	Strategic HR & OD Business Partners
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Date of Publication	

Revision History			
Version	Date	Summary of Changes	Name
V 1.0	December 2024	New policy, using agreed process for policy revision.	Strategic HR & OD Business Partners

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Probation Policy

Version 1
December 2024

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Probation Policy and Procedure

1 Introduction

- 1.1 The purpose of this policy is to provide clear guidance to support managers with welcoming and settling in new employees into the Council, as well as outlining the new employee's responsibilities as part of the probationary period.
- 1.2 The Council recognises that starting a new job can be challenging and we are committed to ensuring that all new employees are fully supported during their probationary period and feel part of the organisation.
- 1.3 A Probationary period forms part of the onboarding experience and plays an important part of the start of a new employee's career with Haringey Council. The effective management of probation contributes to the development of the employee in line with our Council values.
- 1.4 It provides an opportunity to address and manage any concerns or issues that may arise from the beginning of employment and to provide any reasonable adjustments for new employees who have or are found to have a long-term condition or disability before or soon after commencing employment with the Council.
- 1.5 It is important to be fair, consistent and transparent when managing the probationary period and to provide development opportunities to enable the new employee to effectively fulfil the requirements of their role.
- 1.6 This policy applies to all new employees and apprentices directly employed by the Council on a permanent, fixed-term or temporary contract. It does not apply to any agency workers, contractors or consultants working for the Council.
- 1.7 Teachers and employees working in schools have their own local management and policies to follow.
- 1.8 Any concerns with the performance of agency workers should be raised with Matrix, the Council's temporary resourcing provider.

2 Principles

- 2.1 During the probationary period managers must ensure that they provide training, support and tools to help new employees carry out their job to the required standard.
- 2.2 Managers are required to monitor performance and provide clear feedback to the new employee during each probation review meeting.
- 2.3 The probationary period provides the opportunity for both the manager and new employee to assess objectively if the new employee is suitable for the role.
- 2.4 The manager and new employee have certain responsibilities that they must adhere to as part of the probationary period, as outlined in appendix A. Employee Relations team will provide advice and guidance on managing the probation period.

3 Duration of Probation

- 3.1 All new employees are subject to a six month probationary period, apart from those in Adults and Children's services completing the Assessed and Supported Year in Employment (ASYE) who have a twelve month probationary period. Employees who transfer to the organisation under TUPE are not subject to a probationary period unless they are within probation with their previous employer, in which case this will continue. Further information on ASYE can be found at section four (4).
- 3.2 Employees who have completed a probationary period and are later redeployed or appointed into another role in the Council are not required to complete another probationary period. In these instances, a three month period of support and development will be offered to help the employee adjust into the new role and for redeployees there will be a trial period. Further guidance on redeployment can be found in the [Organisational Change policy](#).
- 3.3 New employees who previously worked as an Agency Worker or Contractor at the Council are still subject to a probationary period effective from the first day of employment directly with the Council.
- 3.4 Any possible extension to the probationary period should be discussed with the Employee Relations team in the first instance. Further information can be found at section seven (7).

4 Assessed and Supported Year in Employment (ASYE) Scheme

- 4.1 Employees who are completing the ASYE scheme are subject to a twelve month probationary period. Employees are only considered to have passed their probation upon successful completion of their ASYE training.
- 4.2 The manager is required to complete ASYE documents instead of the Council's probation forms. Support on how to complete these can be found as follows: Adults [ASYE \(skillsforcare.org.uk\)](#) and Childrens [ASYE Programme](#)
- 4.3 Where a Newly Qualified Social Worker (NQSW) has completed part of the ASYE with another organisation, the employee's probation will last up to the end of the ASYE programme or a period of 6 months, whichever is longer.
- 4.4 If an employee is failing the ASYE this will result in not passing their probation and may result in dismissal. Managers should seek advice from the Employee Relations team.
- 4.5 The probationary period may be extended if the ASYE is extended, for where a Newly Qualified Social Worker has a period of maternity leave or long-term sick leave. Once the ASYE resumes the amount of time outstanding should concur with the outstanding period of the programme, for example seven months if the deferral is agreed at five months into the programme.
- 4.6 The manager must arrange a 'My Conversation' meeting with the employee at six months to support with their development plan.

- 4.7 If a Newly Qualified Social Worker is dismissed during their ASYE period or whose professional practice is of a significant concern the Council has a duty to notify Social Work England. In this instance, the Principal Social Worker should liaise with the Employee Relations team.

5 Probation Review Meetings

- 5.1 The probation review meetings are a pivotal part of the probation period; these ensure that the new employee is provided with support and training required to learn the role and carry out the duties to the required standard. In addition they provide an opportunity for the new employee to raise any concerns and the manager to address any areas of performance, conduct or attendance that do not meet the required standard.
- 5.2 Managers are expected to hold four probation meetings using the [Probation Review Form](#) to ensure that there is sufficient opportunity for both the manager and the employee to review progress and raise any concerns or development needs. Further information on what each meeting should cover is outlined at appendix B.
- 5.3 If required, managers can hold additional review meetings if a performance issue has been identified. If this is the case the employee should be informed as soon as possible. The employee should fully understand the areas of concern, the expected improvements the employee is required to make and within what timescales. In the event improvement is not seen within the set timescale the manager can proceed to a formal review meeting and should seek advice from the Employee Relations team prior to doing so.

6 Formal Review Meeting

- 6.1 The manager can proceed to a formal review meeting where they have set the required standards and an employee continues to perform below the required standard. The Employee Relations team can provide further advice on this.
- 6.2 A formal review meeting can be scheduled at any stage during the probationary period; however, it is advisable that the manager acts as soon as concerns arise. The review period will be a minimum of two weeks to a maximum of three months and an extension of probation may apply if necessary.

7 Extending Probation

- 7.1 Extending the probationary period may be considered in circumstances where there are concerns around performance, conduct or attendance.
- 7.2 Circumstances that would warrant an extension of probation are as follows:
- The manager has been unable to make a fair assessment of the employee's performance due to period(s) of absence from work including but not limited to sickness.
 - The new employee has demonstrated a degree of improvement in their performance; however, it has not been sufficient to confirm successful completion of probation during the six months and an extension would therefore be necessary.

- Where there has been a delay in implementing any reasonable adjustments or there has been insufficient time to assess the effectiveness of the reasonable adjustments in improving the employee's performance.

- 7.3 The manager must discuss the extension of probation with the Employee Relations team at the earliest opportunity to ensure that a fair and supportive management of probation is offered to the employee.
- 7.4 Probation extensions should be for a minimum of one month and a maximum of three months.
- 7.5 The probationary period should not be extended past 12 months.
- 7.5 If a probation is extended, a clear and detailed improvement plan must be communicated in writing to the employee and confirmed during the fourth probation review meeting. The employee must also be given the opportunity to seek clarification on any queries they may have with the improvement plan. The manager must also write to the employee, as soon as possible, notifying them of the probation extension, the duration of the extension, the reason for the extension and providing a copy of the improvement plan.
- 7.6 Extending probation should not be used in cases where the employee has not made significant progress during the original probation review period and where it is likely, that even with an extension the employee will not be able to achieve the required standard to pass the probation. In this case the manager would move to the final probation meeting.
- 7.7 There is no right to appeal against an extension to the probationary period.

8 End of Probation

- 8.1 There are two outcomes at the end of probation, which are as follows:
- Passing Probation
 - Probation Dismissal
- 8.2 Passing Probation:
Before passing probation, employees must have completed all mandatory training, failure to do so will result in probation period being extended. The manager must ensure checklists are completed and that all probation meetings have been documented.
- 8.2.1 Upon successful completion of the probation period the manager is required to confirm this verbally during the final probation review meeting and update the [Probation Review Form](#) to this effect. A copy of the probation review form must be submitted to the HR Operations team via [HALO](#) , in order for Human Resources to write to the employee to confirm that they have passed their probationary period and save a copy to employee file.
- 8.3 Probation Dismissal:
If dismissal is a likely outcome, the manager must consult with the Employee Relations team prior to proceeding with the final probation meeting.

- 8.3.1 Employees who have been through a formal probation review and have not satisfactorily fulfilled the requirements during the probationary period or in a case of misconduct or gross misconduct will be invited to a final probation hearing. Employees must be given at least five working days notice for the meeting. A template letter can be obtained from the Employee Relations team.

9 Final Probation Hearing

- 9.1 Purpose of this hearing is to review the probation case and make a final decision on the employee's ongoing employment with the Council.
- 9.2 The chair of this meeting will be the head of service or above and will decide if dismissal is appropriate. The line manager or another appropriate manager will present the information contained in the probation report.
- 9.3 The employee must be provided with a minimum of five working days notice of the scheduled hearing date. They are responsible for submitting any documents that they intend to rely upon to the Employee Relations team at least two working days before the meeting date.
- 9.4 If the decision is to dismiss the employee, the Chair of the hearing must inform the employee. The employee will be advised in writing within five working days that the dismissal is on the grounds of failing the probationary period and provide information on how to appeal the decision.
- 9.5 Payment of salary will be made in lieu rather than the employee working their one week notice.
- 9.6 Manager must submit a [leavers notification](#) via HALO immediately for the employee to be made a leaver on the payroll system and avoid any overpayment of salary, clearly stating the last working day and last day of service.
- 9.7 If any of the parties are not available at the scheduled time for the meeting, the probationary period may be extended to allow for the probation hearing to be rescheduled. The employee must contact the Chair of the panel at least two working days before the hearing date to advise that they are unable to attend. The employee must prioritise this meeting, as it can only be rescheduled once. Alternatively, the Chair may continue with the hearing without the employee being present, for example in case of sickness this may be considered.
- 9.8 All parties of the probation hearing must inform the Chair or Employee Relations team of any reasonable adjustments; these must be received a minimum of two working days before the hearing date.
- 9.9 It is recommended that the probation hearing is held in person, however in exceptional circumstances it may be agreed to be conducted virtually and this must be mutually agreed by all parties. In the event reasonable adjustments are requested, these will be considered. Further information on reasonable adjustments can be found [here](#).

- 9.10 The Council has the right to record and use a voice recorder to ensure the accuracy of the hearing notes. A copy of the transcript will be available for the employee, as well as a copy being saved to the employee's file. In the event the employee does not wish to have the probation hearing recorded, a written request must be sent to the Chair at least two working days prior to the hearing. In this instance the manager is required to assign an appropriate note taker. If the employee wishes to review the recording from the probation hearing, the employee and representative can review the recording at the Council offices where a member of the Employee Relations team will be present. The recording cannot be copied or recorded on another device.
- 9.11 An employee has the right to be accompanied at a final probation hearing. The statutory right is to be accompanied by a workplace colleague, a trade union representative or an official employed by a trade union.

10 Summary Dismissals

- 10.1 In the event of an occurrence which could be considered gross misconduct, a final probation meeting will be held.

11 Probation Dismissal Appeals

- 11.1 The employee may appeal the outcome of the probation if it results in dismissal of employment.
- 11.2 The possible grounds of appeal are as follows:
- The dismissal procedure was unfair
 - A part or the overall process of the probation was unreasonable.
 - The evidence presented in the final probation meeting was not substantiated and/ or there was no good reason for the Dismissing Officer to accept it.
 - The decision at the final probation meeting is unduly harsh.
 - Submission of new evidence presented by the employee that was not reasonably available at the meeting. The employee must provide valid reasons why it was not presented before.
 - Failure to implement reasonable adjustments during the probationary period which directly or indirectly resulted in dismissal.
- 11.3 The appeal must be submitted within ten working days upon receipt of the outcome letter, this should be submitted via [HALO](#). If an employee does not have access to HALO the appeal should be emailed to humanresources@haringey.gov.uk.
- 11.4 For Officers, the chair of the appeal panel must be a manager more senior than the manager who made the decision to dismiss.
- 11.5 Appeals for Chief or Deputy Chief Officers must be heard by a Member panel and not by an Officer panel. The Employee Relations Team will liaise with the Committee Services team to arrange the date, time and venue for the hearing and will confirm the names of the Members who will form the panel. The process and timescales for Member hearings will normally be the same as for Officer panel hearings but will be subject to the diary commitments of Members.

- 11.6 An employee has the right to be accompanied at an appeal hearing. The statutory right is to be accompanied by a workplace colleague, a trade union representative or an official employed by a trade union.
- 11.7 A member of the Employee Relations team will provide advice to the appeal panel.
- 11.8 There are two possible outcomes:
- To uphold the dismissal decision confirmed at the final probation hearing
 - To overturn the dismissal
- 11.9 The outcome of the appeal will be communicated to the employee in writing within five working days. The decision of the appeal panel is final.

12 Other Considerations

12.1 Fixed term contracts

- 12.1.1 Employees on a fixed term contract are subject to a probation period, passing probation does not mean the employee is a permanent employee, the fixed term contract remains in place.

12.2 Probationary Notice Period

- 12.2.1 The notice period for either party during the probationary period is one week.
- 12.2.2 In the event that employment is terminated on the grounds of gross misconduct or due to a fundamental breach in the contract there is no notice and the dismissal is with immediate effect.
- 12.2.3 If the employee's employment is terminated by the Council under this policy, the employee will not be required to work their notice period and will be paid the notice period in lieu.

12.3 Local Induction

- 12.3.1 Each service will confirm arrangements with regards to local induction including where this will take place. Some training could be required to be in person for all new employees.

12.4 Pregnancy and Probation

- 12.4.1 Following an employee declaring that they are pregnant, the manager must schedule a meeting to discuss any adjustments that may be needed to support the employee, a [workplace risk assessment](#) and any other assessments must be carried out.

12.4.2 An employee who is pregnant during their probationary period is entitled to time off for antenatal appointments. Entitlement to paid maternity/ parental leave is based on eligibility. Further information can be found [here](#).

12.4.3 An employee who is pregnant will still be subject to the probationary period in the usual way, it may be necessary to put in place adjustments following the risk assessment being completed. If it is necessary to extend probation due to not being able to complete the necessary training, this should be discussed with the employee and a clear plan be made to enable the employee to be successful in the role and pass probation. Any performance issues unrelated to pregnancy should be managed in the usual way.

12.5 Sickness and Probation

12.5.1 If the absence from work has meant the employee has not been able to complete sufficient training or demonstrated the ability to perform the role, the probationary period may be extended. If it is felt that the employee will not pass probation, the probationary period will not be extended and a final probation hearing will be arranged.

12.5.2 It may be necessary to consult Occupational Health in the event of an underlying health condition to ensure all reasonable adjustments have been considered to support the employee. The manager should contact the Employee Relations team prior to making a referral.

12.6 Declaration of Disability and Long term Conditions

12.6.1 When an employee declares a disability or long term condition, the manager must refer to the [reasonable adjustments and access to work guidance](#) in order to provide support to an employee in case any reasonable adjustments are required for the role.

12.7 Resignation during probation

12.7.1 If an employee chooses to resign to avoid the formal probation process, they are required to serve a one week notice period. All efforts should be made to conduct and conclude the formal probation process before the end of the employee's notice period.

12.7.2 Any attempts to hinder the probation process will be considered a conduct issue and dealt with appropriately under this policy.

12.8 Misconduct / Gross Misconduct During Probation

In the event misconduct or gross misconduct occurs, a formal meeting will take place to establish the circumstances and a decision made whether to proceed to a final hearing, giving the required notice. The employee may be suspended until the formal hearing.

13 Support for employees

13.1 The following resources are available to an employee to access for support / advice.

13.2 Trade Union

If the employee is a member of a Trade Union, they can contact them for support and advice during their probationary period. The Trade Union representative can attend final hearings to accompany the employee. Further information can be found [here](#).

13.3 Employee Assistance Programme (EAP)

This is a telephone service which can be accessed 365 days a year and offers counselling services covering a variety of topics related to personal, work -related, health or legal issues. This is a confidential service; an employee will only need to declare which directorate they work in. This service is available to employees who are on a permanent, fixed term or temporary contract. Further information can be found [here](#).

13.4 Occupational Health (OH)

A manager can refer the employee to Occupational Health for further support in managing any physical or mental health during the formal probation procedure, subject to an employee's consent. Where appropriate, it may be beneficial for the manager to conduct a [stress risk assessment](#) to ensure that any risk related to stress can be managed.

13.5 Mental Health First Aiders (MHFA)

These are colleagues across the Council that have been trained to support employees. Further information can be found [here](#).

13.6 Virtual Meeting or Hearing

For employees requesting a virtual meeting or hearing information can be found on the [intranet](#) on how to use Microsoft teams and additional training can be provided. This is subject to all parties agreeing.

13.7 Neurodiversity at Work

Neurodiversity recognises the natural variations in how people think and process information, encompassing conditions such as autism, ADHD, dyslexia, and dyspraxia. As an employer we have a duty to make reasonable adjustments to remove barriers which may prevent neurodivergent colleagues from thriving in the workplace. If this is something you wish to discuss, please raise this via the HALO system.

13.8 Staff Networks

We have several staff equality networks including a Disability & Illness Staff Equality Network which provides peer to peer support for employees. A full list of our networks can be found on our [intranet](#).

14 Further References

Parental Leave Policy
Reasonable Adjustments Guidance

Appendix A - Manager and New Employees' Responsibilities

No.	Manager Responsibility	New Employee Responsibility
1	Prepare the new starter checklist before your new employee commences employment.	Engage fully with the process.
2	Complete New Starter Checklist with employee. Once fully completed save locally and provide employee with copy.	Perform at the required standard.

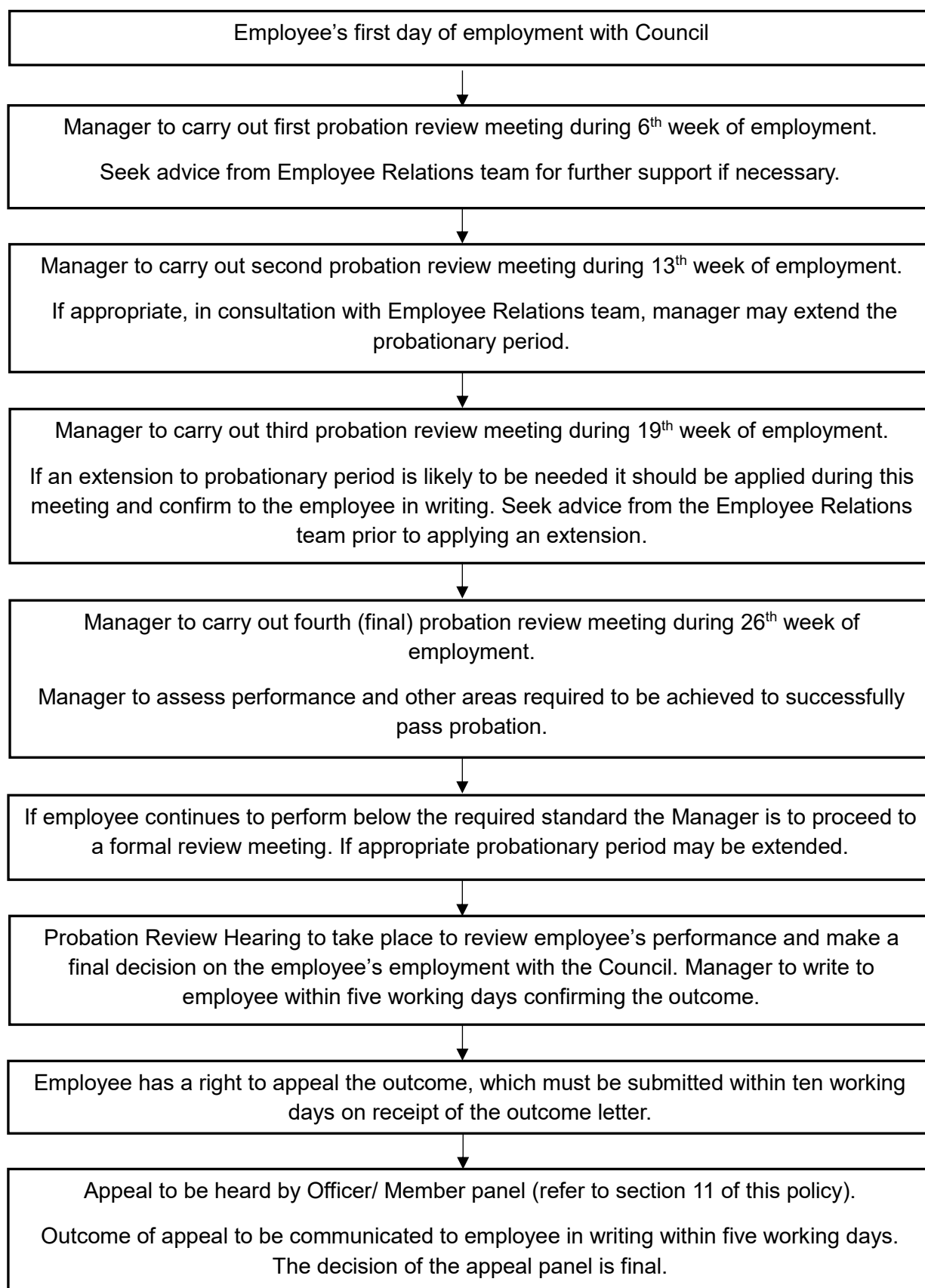
3	Provide local induction on employee's first day and schedule Corporate Induction within the first six weeks of start date.	Attend scheduled training.
4	Provide support, guidance and training for new employee as part of the induction and probation process.	Raise any challenges or difficulties at work and any further training and support required.
5	Clearly set out the standards of work performance and ensure employee performs at the required standard.	Inform manager of any reasonable adjustments needed at work.
6	If probation needs to be extended this must be discussed with the Employee Relations team prior to decision being made. The employee must be notified during the probation meeting and followed up in writing including the reason for the probation being extended.	Raise with the manager if reasonable adjustment is not adequate
7	Assess and review new employee during probation period.	
8	Ensure where possible any reasonable adjustments are applied to the role for new employee if there is a known or potential disability or long-term condition.	
9	Provide supervision during and after probation.	
10	Monitor progress and provide regular clear feedback. If completing ASYE more frequent meetings/ supervision are needed with new employee.	

Appendix B - Probation Review Meetings

Schedule meetings	Timings	Expectations
Welcome meeting and Induction	First day of employment	<ol style="list-style-type: none"> 1. Start New Starter Checklist 2. Local induction 3. Set expectations 4. New employee to start completing mandatory training (must be completed within the first six weeks). 5. Discuss any reasonable adjustments needed to support employee.

First Probation Review Meeting	6 th Week of employment	<ol style="list-style-type: none"> 1. Review progress of New Starter Checklist 2. Ensure mandatory training courses have been completed. 3. Discuss with employee how they are doing and their understanding of role and duties. 4. Provide employee feedback on initial performance and any areas for improvement. <p>If necessary seek advice from the Employee Relations team for further support.</p>
Second Probation Review Meeting Two	13 th Week of employment	<ol style="list-style-type: none"> 1. Focus on employee's development 2. Continue to provide feedback, raise any performance, conduct or attendance concerns. <p>If appropriate, in consultation with the Employee Relations team, the manager may extend the probationary period.</p>
Third Probation Review Meeting	19 th Week of employment	<ol style="list-style-type: none"> 1. Focus on continuing to support employee. 2. Continue to provide feedback and review any existing and new performance, conduct or attendance concerns if applicable. <p>If an extension to probationary period is likely to be needed it should be applied during this meeting and confirmed to the employee. Seek advice from the Employee Relations team before proceeding.</p>
Fourth (Final) Probation Review Meeting	26 th Week of employment	<p>Manager to assess performance and other areas required to be achieved to successfully pass probation.</p>

Appendix C - Probation Overview



Document Control

Key Information	
Title	Probation Policy
Document Type	Policy
Document Status	New
Author	Employment Practice Manager
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager
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Revision History			
Version	Date	Summary of Changes	Name
V 1.0	December 2024	New policy, using agreed process for policy revision.	YN



Purchasing of Annual Leave Policy and Procedure

December 2024

Document Control

Version History	6.0
Summary of Change	Amendment to increase the number of days leave available for purchase from 10 to 26 days (pro-rata for part time employees) and change to calculation.
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Summary of Change	Amendment to increase the number of days leave available for purchase from 5 to 10 (pro-rata for part time employees). Change agreed by Delegated Authority by Director of Customer, Transformation & Resources 2021
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1. Purpose

- 1.1 The Council recognises that its employees are most productive when they can achieve a balance between work and home commitments. As part of the Council's commitment to flexible working, it has created this Purchasing of Additional Annual Leave Policy and Procedure.
- 1.2 This policy and procedure sets out the process and eligibility criteria that Haringey employees must follow to purchase up to twenty-six (26) days additional annual leave (pro-rata for part time employees) in any one annual leave year.
- 1.3 This policy builds on existing provisions for time off that the Council makes available to its employees, which includes Flexi Time, Annual Leave, Special Leave and Parental Leave (maternity, paternity, shared parental leave or adoption leave).
- 1.4 The Purchasing Additional Annual Leave Policy and Procedure does not form part of the Council's contractual terms and conditions of employment. As such, the Council reserves the right to amend or discontinue this Policy and Procedure at its discretion; in such circumstances the Council will provide such notice of the amendment/ discontinuance to employees and recognised Trade Unions as it considers appropriate.

2. Scope

- 2.1 This policy applies to all Council employees, except all employees based at schools operating under the Local Management of Schools.
- 2.2 The scheme is available to all employees of the Council after successful completion of their probationary period.
- 2.3 This policy does not remove an employee's entitlement to request unpaid leave.

3. General Principles

- 3.1 There is no automatic right to purchase additional annual leave. Line managers will consider requests based on the needs of the service.
- 3.2 Requests must be rejected where approval of the request would require use of temporary employee(s), agency worker(s) or consultant(s) to cover the absence.
- 3.3 Each year an employee will have the opportunity to apply for additional leave before the start of the leave year by applying by 14 March on HALO. Employees can purchase up to a maximum of twenty-six (26) days additional annual leave for each leave year (pro-rata for part time employees).
- 3.4 An employee can make only one application each leave year (12 month period) and can purchase leave in whole or half days.
- 3.5 Requests for purchasing additional annual leave must be made via Halo including when the

leave is to be taken to allow for business planning.

- 3.6 By completing and submitting the HALO request to purchase additional annual leave the employee is providing consent for the salary sacrifice deductions.
- 3.7 Approved additional annual leave is added to the employee's general annual leave entitlement for that year and may be subject to the normal approval arrangements unless already approved via the HALO purchasing additional annual leave ticket.
- 3.8 Purchased additional annual leave must be taken in the year the salary sacrifice deductions have been made and purchased leave cannot be sold back to the council.
- 3.9 Payment for the additional annual leave is made through a salary sacrifice deduction over a twelve (12) month period.
- 3.10 Subject to section 3.2 above, there is a right of appeal to the Line Manager's Manager if an application for additional leave is rejected. The appeal must be in writing and submitted to the Line Manager's manager within seven (7) days of the employee being told of the rejection.
- 3.11 In line with the Council's Grievance Procedure, a grievance should not be brought and will not be considered where it is raised in direct response to the application of this procedure.

4. Procedure Purchasing of Additional Annual Leave

4.1 Employee responsibilities

An employee must submit their completed HALO application for additional annual leave no later than 14 March of each year which will be sent to the Line Manager for approval.

- 4.1.1 The completed HALO form contains the employee's authorisation for the salary sacrifice deductions.
- 4.1.2 The approved additional annual leave should be added to the annual leave card at the start of the holiday year and is then managed in the same way as any other annual leave.

4.2 Line Manager Responsibilities

- 4.2.1 Line Managers should endeavour to accommodate the request where reasonably practicable. Once a request is received the Line Manager should, save in special circumstances, approve or decline within fourteen (14) days of receipt of the request which will notify the employee of the outcome.
- 4.2.2 Line Managers should consider the needs of the service and only grant requests where the manager considers it is reasonably practicable to do so and that granting the request will not incur additional costs to the Council through using temporary employees, agency workers or consultants to cover the absence.
- 4.2.3 Line Managers can grant an application in full, or in part, or decline it by providing the employee with reasons for the refusal or partial approval.
- 4.2.4 Line Managers must then ensure the additional leave is added to the annual leave card at the start of the holiday year.

4.3 Paying for additional annual leave

- 4.3.1 Additional annual leave will be paid through salary sacrifice deductions over twelve (12) consecutive months.

4.4 Calculating the cost of a day's leave

- 4.4.1 The cost of a day's leave for full time employees is calculated as 1/365 of their annual salary. For part time employees (including term time only), this will be calculated pro-rata according to the percentage of full time hours that they work.
- 4.4.2 Where an employee works a variable number of contracted hours the cost of a day's leave is calculated by dividing the employee's total gross total salary for the three calendar months immediately prior to request to purchase additional annual leave by the total number of calendar days during this period. The Council has the final say over the calculation. Further guidance can be found on the [intranet](#).
- 4.4.3 The following illustration is based on a full time employee on PO2 requesting to purchase fifteen (15) days annual leave:

No. of Days	Gross Annual Salary	Gross Day Salary (Annual Salary / 365)	Gross Cost of Days (Day salary x number of days)	Gross Cost Per Month (Total cost / 12 months)
15	£41,442.00	£113.54	£1,703.10	£141.92

- 4.4.4 The following illustration is based on a part-time employee working 28.8 hours a week on PO2 requesting to purchase fifteen (15) days annual leave:

No. of Days	Gross Pro-rata Annual Salary	Gross Day Salary (Pro-rata Annual Salary / 365)	Gross Cost of Days (Day salary x number of days)	Gross Cost Per Month (Total cost/ 12 months)
15	£33,153.60	£90.83	£1,362.48	£113.54

4.5 Financial impact of purchasing additional annual leave

- 4.5.1 Purchasing additional annual leave will reduce an employee's total annual salary as they will be sacrificing salary to purchase the additional annual leave. Employees who are in receipt of any state benefit, such as working tax credits, child tax credits, Statutory Maternity, Paternity and Adoption pay etc, should contact the Department for Work and Pensions for advice on how this scheme may affect them.

4.6 Financial Impact on your pension of purchasing additional annual leave

- 4.6.1 Purchasing additional annual leave via salary sacrifice reduces the employee's annual salary and pensionable pay therefore no pension contributions will be payable by the employee and Council on that reduction.
- 4.6.2 Employees who are in the main scheme can elect to cover the period of purchased additional annual leave by paying an age-related Additional Pension Contributions (APC). Further information on how to buy APC is available on the Local Government Pension Scheme (LGPS) website.
- 4.6.3 The Council is liable to pay two thirds of the costs of the APC only if an employee makes the election to buy APC to cover the lost pension within 30 days of returning from the purchased additional annual leave. The form used to purchase APCs is located on the LGPS website. Employees purchasing APCs must download or print, complete and send the form to pensions.mailbox@haringey.gov.uk.

4.7 Leaving the Council

- 4.7.1 The Council will reimburse an employee if they leave the Council and at the time of leaving, the salary deductions made in respect of a period of purchased annual leave are greater than the cost of the additional annual leave taken. The amount to be reimbursed is the difference between the amount of the salary sacrifice deductions and the cost of the additional annual leave purchased.
- 4.7.2 The council will recover from the employee's final salary the difference between the cost of the additional annual leave taken and the value of the salary sacrifice deductions, where the former is greater than the latter.

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