

NOTICE OF MEETING

GENERAL PURPOSES COMMITTEE

Tuesday, 1st July, 2025, 7.00 pm - George Meehan House, 294 High Road, N22 8JZ (watch the [live meeting](#), watch the recording [here](#))

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

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 - 6)

To agree the minutes of the previous meeting held on 3 April 2025 as a correct record.

7. PEOPLE REPORT (PAGES 7 - 12)

8. HR POLICIES (PAGES 13 - 40)

9. NEW ITEMS OF URGENT BUSINESS

10. DATE OF NEXT MEETING

The date of the next meeting is scheduled for 9 October 2025.

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Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 23 June 2025

MINUTES OF THE MEETING General Purposes Committee HELD ON Thursday, 3rd April, 2025, 7.00 - 7.42 pm

PRESENT:

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

ALSO ATTENDING:

22. FILMING AT MEETINGS

The Chair referred to the filming at meetings notice, and attendees noted this information.

RESOLVED:

That the filming procedure was noted.

23. APOLOGIES FOR ABSENCE

There were none.

24. URGENT BUSINESS

There was none.

25. DECLARATIONS OF INTEREST

Councillor Dogan noted a non-pecuniary interest as a UNISON Member.

26. DEPUTATIONS/PETITIONS/QUESTIONS

A question was submitted by Mr Sean Fox, UNISON Joint Branch Secretary, representing all unions representing Haringey employees.

He highlighted the question of equality in the Council's policy regarding parental leave. He explained that there was a concern that there was a building in of inequality by continuing to offer only the statutory minimum entitlement on Shared parental leave payments, as well as a risk of inequality from the failure to put in place entitlements for those who take parental responsibility for Children under special guardianship or Kinship arrangements.

The Union representative explained that they noted the current parental leave provisions which had been put in place by the Council was positive and that they were generally pleased with the policy as it stood. However, it was noted that there were felt to be deficiencies in terms of shared parental leave payments and entitlements for those who take parental responsibility for Children under special guardianship or Kinship arrangements.

The Chief People Officer provided a response. Officers stressed the difficult financial position of the Council. It was explained that there was no objection to the policy in principle, but stressed that the implementation of any shared parental leave payments would increase costs to the Council significantly. It was explained that the proposals were not recommended as the implementation would potentially lead to job losses.

Officers explained that parental responsibility for Children under special guardianship or Kinship arrangements could be considered separately by Members and that the financial implications of the development of such proposals were expected to be limited.

27. MINUTES

The minutes of the previous meeting, 16 January 2025, were discussed.

RESOLVED:

The minutes of the previous meeting, 16 January 2025, were agreed as a true and accurate record of proceedings.

28. PEOPLE REPORT

The Chief People Officer introduced the report. It was noted that there had been a decrease in agency worker costs since the last meeting, as a result of the work of managers across the Council. It was stressed that the work undertaken by agency staff was important and necessary, but it was stressed the cost of such a provision was high. It was additionally noted that there was an increase in permanent staff being recruited, resultant of agency staff recruitment and bringing in house of leisure services.

Following questions, the following responses were given by officers:

- It was explained that, following the last meeting and the implementation of the changes to purchase of annual leave, around 1900 days of annual leave were bought by staff, reducing costs to the Council by approx. £240,000 annually.

Cllr Carroll entered the meeting at 7.10pm

- That the number of agency workers had decreased across all directorates. It was noted that Digital Services and Properties Services had the most interim

and consultant staff within its cohort.

- It was explained that sickness rates were generally higher in frontline work and lower in back-office staff. It was additionally stressed that sickness figures were consistent across the organisation and the Employee Relations team supported managers with the process.

RESOLVED:

That the Committee:

1. Noted the report

29. HR POLICIES

The Head of Employee Relations, Business Partners and Reward introduced the report. It was explained that there were proposed changes to the Ill Health Retirement and Parental Leave policies, which were outlined within the report. The rationale for the proposed changes were explained.

Following questions from the Committee, the following responses were given:

- Members asked whether there could be a minor amendment for clarity, to include parental leave in the Parental Leave Policy, Paragraph 5.7.1. Officers agreed to this amendment.
- It was noted that shared parental leave was uncommon across the Council, whereas parental leave was reasonably commonly taken across the Council. It was stressed that it would be difficult to model shared parental leave costs to the Council.
- It was explained, following questions, that parental responsibility for Children under special guardianship or Kinship arrangements leave arrangements would likely have low uptake if it was adopted by the Council.
- Information on benchmarking with other authorities on shared parental leave was asked for by the Committee. It was noted that a few authorities across London had equalised shared parental leave and that officers would provide information on the implications of this to the Committee.

RESOLVED:

That the Committee agreed:

1. That proposals for support for parental responsibility for Children under special guardianship or Kinship arrangements would be provided for the next meeting of General Purposes Committee.
2. That benchmarking with other authorities on shared parental leave would be shared with the Committee.
3. Approved the changes to the Ill Health Retirement and Parental Leave policies.

30. ORGANISATIONAL CHANGE POLICY - AMENDMENT

The Chief People Officer introduced the report. It was explained that the proposals within the report were not what the Council would undertake as a first option, but stressed that the financial situation required the proposal to be put forward. Officers explained that they welcomed the support of the Unions at Haringey for providing constructive support to the development of the policy.

Following questions, the following responses were given:

- That officers and Members noted the reassurance from the support provided by the Unions in Haringey and that they welcomed their support during the process of developing the policy to be as fair as possible, and in the approach to minimise impact to those on lower pay grades in the Council.

RESOLVED:

That the Committee:

1. Approved the following change in Appendix 1 of the Organisational Change Policy as follows:

3.1.1 Current wording (to be deleted):

How a Statutory Redundancy Payment is calculated:

The payment will be using the employee's actual weekly rate of pay (rather than the statutory minimum) to calculate redundancy payments. The Statutory number of weeks used to calculate a redundancy payment is shown below: -

- 0.5 week's pay for each complete year of service where the employee's age was under 22
- 1 week's pay for each complete year of service where the employee's age was 22 or above, but under 41
- 1.5 week's pay for each complete year of service where the employee's age was 41 or above

In addition to the statutory provision, the Council will pay:

- 1 week's pay for each complete year of continuous local government service

The maximum number of years payable is limited to 20.

3.1.2 **New wording (to be inserted):**

How a Redundancy Payment is calculated:

The Statutory number of weeks used to calculate a redundancy payment is shown below: -

- 0.5 week's pay for each complete year of service where the employee's age was under 22
- 1 week's pay for each complete year of service where the employee's age was 22 or above, but under 41
- 1.5 week's pay for each complete year of service where the employee's age was 41 or above.

The maximum number of years payable is limited to 20.

The Council enhances the above statutory redundancy entitlements in two ways:

1. An additional weeks' pay is given for each complete year of local government service up to 20 years.
2. The cap used for the calculation of a week's pay is set at £950 rather than the statutory cap. From 2026, this amount will be increased every year on 1 April by the percentage increase in the consumer prices index in the previous September, rounded up to the nearest pound.

Where the Employer is required to pay an amount to a pension fund upon redundancy as part of pension scheme regulations, the enhancement in 1. above will be offset against that payment until it is fully offset (with the employee being paid any amount of enhancement that remains).

- 3.2 Amendments will be made to the Redundancy payments scheme for Teachers to apply the £950 weekly pay cap.

31. OTHER PANELS - MINUTES OF MEETINGS

The Committee discussed the minutes of other bodies.

RESOLVED:

1. The minutes of other bodies were noted.

32. NEW ITEMS OF URGENT BUSINESS

There were none.

33. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the remainder of the meeting as item 12 contains exempt information as defined under paragraph 1, Part 1, Schedule 12A of the Local Government Act 1972: Information relating to an individual

34. EXEMPT MINUTES OF OTHER BODIES

The exempt minutes of other bodies were discussed.

RESOLVED:

The exempt minutes of other bodies were noted.

35. DATE OF NEXT MEETING

The date of the next meeting was noted as 1 July 2025

CHAIR: Councillor Cressida Johnson

Signed by Chair

Date

Report for: General Purposes Committee - 1 July 2025

Item number: 7

Title: People Report March 2025

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 By the end of this quarter, the workforce has grown 2.5% since December 2024 and the Council's pay bill has increased a further 2.4%.
- 6.1.2 The number of agency workers decreased by 15 when compared to December 2024. When compared to the previous financial year (2024/25), the Council has reduced agency worker usage by 25.3%, achieving a total cost saving of 24.5%. For the financial year 2025/26, the Council remains committed to continuing to minimise agency worker engagement, while recognising their role in helping address short-term staffing gaps, workload fluctuations and ongoing recruitment processes. This approach ensures the continued delivery of critical services to residents.
- 6.1.3 As of March 2025, the Council engaged 60 'off payroll' workers earning a daily rate above £500, reflecting in a headcount reduction of 3 since December 2024. When compared to the previous financial year (2024/25), the Council has reduced its costs by 5% in this workforce group.
- 6.1.4 The total workforce has increased by 1.7%, reflecting a minimal change overall.
- 6.1.5 Over the past rolling year, 55% of new starters were under the age of 40, reflecting a 1% increase from the previous rolling year. Meanwhile, the proportion of leavers in this age group has remained steady at 36%.
- 6.1.6 While the long-term sickness rate has declined over the past rolling year, a slight rise in the average number of sickness days and the short-term sickness rate has led to a 4.5% increase in sickness-related costs. Strategic HR and OD Business Partners continue to work closely with Corporate Directors and Directors to tackle sickness rates across the Council.
- 6.1.7 The total number of apprenticeships across the Council remains at 128, with the top three directorates continuing to be Placemaking & Housing, Adults, Health & Communities and Children's Services. It should be noted that that due to the Council restructure and a reduction in the number of Directorates, apprentice numbers in the People Report for the next 12 months at Directorate level will not be directly comparable to previous reports.

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 December 2024 to March 2025. 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 Head of Legal and Governance

This report is for information only.

9. Use of Appendices

Appendix A - People Report (March 2025)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report

March 2025

Appendix A



Measure	Data Period	Reporting Period						% Change	
		Mar 2024	Jun 2024	Sep 2024	Dec 2024	Mar 2025	Status	Dec 2024 to Mar 2025	Mar 2024 to Mar 2025
Established Workforce									
Headcount	M	3374	3413	3461	3563	3652	↑	2.5	8.2
FTE	M	3130.9	3170.9	3209.6	3261.1	3349.0	↑	2.7	7.0
Cost base pay - monthly (£000)	M	£11,216,824	£11,328,864	£11,504,364	£12,205,390	£12,492,767	↑	2.4	11.4
Cost base pay - annualised (£000)	M	£134,601,890	£135,946,369	£138,052,368	£146,464,677	£149,913,204	↑	2.4	11.4
Average cost per FTE (£000)	M	£42,991.4	£42,873.1	£43,012.3	£44,912.7	£44,763.6	↓	-0.3	4.1

Off Payroll Workforce - Agency (from June 2023 excludes £500+)

Headcount	M	608	550	527	469	454	↓	-3.2	-25.3
FTE	M	474.7	441.0	416.4	349.7	356.7	↑	2.0	-24.9
Cost - monthly (£000)	M	£3,136,708	£2,951,482	£2,739,819	£2,270,894	£2,367,154	↑	4.2	-24.5
Cost - annualised (£000)	M	£37,640,499	£35,417,784	£32,877,828	£27,250,723	£28,405,848	↑	4.2	-24.5
% Agency of total workforce	M	14.4	13.5	12.8	10.8	10.8	→	-0.2	-25.0

Off Payroll Workforce - Interims & Consultants (£500+)

Headcount	M	67	66	68	63	60	↓	-4.8	-10.4
FTE	M	53.1	52.1	52.8	47.0	49.8	↑	6.0	-6.3
Cost - monthly (£000)	M	£834	£805	£832	£730	£792	↑	8.4	-5.0
Cost - annualised (£000)	M	£10,003,683	£9,659,688	£9,988,440	£8,766	£9,505	↑	8.4	-5.0

Total Workforce (Established + Agency/Consultants/Interims)

Headcount	M	4049	4029	4056	4095	4166	↑	1.7	2.9
FTE	M	3658.7	3664.0	3678.8	3657.8	3755.5	↑	2.7	2.6
Cost - monthly (£000)	M	£15,187,173	£15,085,320	£15,076,553	£15,206,770	£15,651,979	↑	2.9	3.1
Cost - annualised (£000)	M	£182,246,071	£181,023,841	£180,918,636	£182,481,244	£187,823,748	↑	2.9	3.1

Leavers

Headcount	RY	416	415	412	412	377	↓
FTE	RY	364.7	368.9	372.7	374.0	348.5	↓
% Resignation/ Retirement	RY	76	78	77	78	79	↑
% TUPE	RY	0	0	0	0	0	→
% Redundancy	RY	6	7	9	8	9	↑
% Other	RY	17	15	14	13	12	↓
No. Leavers Aged <40	RY	135	144	136	147	136	↓

Starters

Headcount	RY	468	486	498	627	646	↑
FTE	RY	448.3	471.1	486.3	602.1	613.2	↑
% Permanent appointments	RY	68	67	36	63	66	↑
% Fixed term appointments	RY	31	33	37	36	35	↓
% Temporary appointments	RY	0	0	0	0	0	→
No. New Starters Aged <40	RY	253	266	266	338	354	↑

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

March 2025

Appendix A



Measure	Data Period	Reporting Period					% Change
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Sickness Absence

		Mar 2024	Jun 2024	Sep 2024	Dec 2024	Mar 2025	Status
Sickness rate (average days)	RY	11.2	11.3	10.6	10.2	10.6	↑
Long term sickness rate (20+ days)	RY	9.2	8.5	8.6	8.3	8.0	↓
Short term sickness rate (<20 days)	RY	2.0	2.9	2.0	1.9	2.6	↑
Sickness cost (£000)	RY	£4,431	£4,889	£4,732	£4,971	£5,197	↑

Apprentices

Adults, Health & Communities	M	20	33	29	24	23	↓
Children's Services	M	19	25	20	21	27	↑
Culture, Strategy & Engagement	M	13	35	19	14	15	↑
Director of Finance	M	10	18	16	15	10	↓
Environment & Resident Experience	M	15	19	24	20	19	↓
Placemaking & Housing	M	30	39	40	34	34	→
No. Apprentices	M	107	169	148	128	128	→

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 - 1 July 2025

Item number: 8

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 Acting Up, Honorarium and Secondment Policy and the introduction of a new Prevention of Sexual Harassment at Work Policy to ensure that they are in line with ACAS best practice, any legal/ statutory requirements and the Council's local requirements.

This report also sets out the proposed change to the parental leave policy which was presented at the April GPC where it was requested that Officers make suggestions for extending leave and pay provisions to employees who become a special guardian or kinship carer.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- (i) That Committee consider and approve the changes to the Acting Up, Honorarium and Secondment Policy and the introduction of a new Prevention of Sexual Harassment at Work Policy.
- (ii) That committee consider and approve the proposed revisions to the Parental Leave Policy to extend pay and leave provisions for employees who become a special guardian or kinship carer.
- (iii) Note the HR policies to be presented to this Committee throughout municipal year ending April 2026.

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 Acting Up, Honorarium and Secondment and Sexual Harassment at Work 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 Acting Up, Honorarium and Secondment policy has been updated as follows:
 - 6.3.1 Merging of Purpose and Scope under the heading "Introduction", in line with other policies.
 - 6.3.2 The principles section has been updated in line with other Council policies.
 - 6.3.3 References to practice notes have been removed and relevant content has been incorporated into the policy where appropriate.
 - 6.3.4 The length of an acting up arrangement has been reduced from twenty-four months to twelve months. An extension beyond twelve months will not be considered unless there are exceptional circumstances.
 - 6.3.5 The length of an honorarium arrangement has been reduced from twelve months to six months. An extension beyond six months will not be considered unless there are exceptional circumstances.
 - 6.3.6 The duration of a secondment remains at twenty-four months, however the length of time an employee can commence a further secondment upon returning to their substantive post has reduced from twelve months to six months. This change will provide employees with greater flexibility and further career development opportunities.
 - 6.3.7 The policy has also been updated to provide clearer guidance on incremental progression for employees who are temporarily acting in a higher role or receiving an honorarium payment.
- 6.4 We propose to introduce a Prevention of Sexual Harassment at Work policy as a crucial step in fostering a safe, inclusive and respectful workplace environment. This policy reinforces the Council's commitment to protecting all employees from inappropriate behaviour and ensures that concerns are handled fairly and effectively.
- 6.5 Parental Leave policy; extension of provision for employees who take on special guardianship or kinship care. Currently employees in this position are not entitled to leave or pay; this is on the basis that as they are already known to the child, that the settling process and getting to know the child is less necessary. Unison asked us to consider extending the leave and pay arrangements given the responsibility being taken on, the potential saving to the organisation in the context of children's services and the need for the child to still have the opportunity to settle, given the guardianship or kinship is likely to be as a result of a difficult situation for the family. It is expected this type of arrangement will happen infrequently, expected to be less frequent than adoption leave requests which are already low. Therefore it is suggested that employees taking on special guardianship or kinship care are given the same provisions as those adopting a child.

It is proposed to change the wording in the policy from:

3.2 Adoption Leave

- 3.2.1 Employees who are adopting a child are entitled to 52 weeks of statutory adoption leave, consisting of 26 weeks of ordinary adoption leave and an additional 26 weeks of extended adoption leave.
- 3.2.2 Depending on the amount of service the employee has, the leave may be paid at an enhanced rate, in addition to the entitlement to receive statutory adoption pay. Full entitlement details can be found at Appendix A.
- 3.2.3 You do not qualify for Statutory Adoption Leave or Pay if you arrange a private adoption, become a special guardian or kinship carer, adopt a stepchild or adopt a family member.

To:

3.2 Adoption Leave

- 3.2.1 Employees who are adopting a child are entitled to 52 weeks of statutory adoption leave, consisting of 26 weeks of ordinary adoption leave and an additional 26 weeks of extended adoption leave.
 - 3.2.2 Depending on the amount of service the employee has, the leave may be paid at an enhanced rate, in addition to the entitlement to receive statutory adoption pay. Full entitlement details can be found at Appendix A.
 - 3.2.3 You do not qualify for Statutory Adoption Leave or Pay if you arrange a private adoption, adopt a stepchild or adopt a family member.
-
- 3.3 Special Guardianship or Kinship care
 - 3.3.1 Employees who take on Special Guardianship or Kinship care can take leave at the same allowance as employees taking adoption leave; 26 weeks of ordinary leave and 26 weeks of additional leave. As there is no statutory right, the pay for this will be in line with the enhanced payment offered for adoption leave.

To be updated in Appendix A:

For those with over 1 year's continuous Haringey service at the date of guardianship or kinship, 14 weeks full pay or 8 weeks full pay and 12 weeks half pay. Leave beyond these weeks would be unpaid.

For those with between 26 weeks and 1-year continuous Haringey service; 6 weeks at 9/10ths pay, any leave beyond this would be unpaid.

26 weeks or less of Haringey service but the manager could discuss a period of unpaid leave.

- 6.6 Throughout this municipal year (up to April 2026), we plan to submit an additional nine policies in stages to committee for approval, as part of the HR Policies Forward Plan. The policies are as follows:
 - Code of Conduct Policy
 - Menopause in the workplace Policy
 - Conflict of interest
 - Recruitment Policy
 - Employment References Policy
 - Induction Policy
 - Employee Supported Volunteering Policy
 - Relocation Policy
 - Trans Equality 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 proposed reduction in the duration of acting up and honorarium arrangements may generate savings through cost avoidance by reducing the risk of managers having them in place for longer than they should be. There may be limited financial implications from the change to the Parental Leave Policy, however as volumes are expected to be very low these implications will not be material.

8.2 Head of Legal and Governance

The Council must review its policies and procedure to ensure it complies with current legislation and is fit for purpose. The recommendations in this report seek to achieve this. The remit of the General Purposes Committee includes approving new and revised HR policies.

9. Use of Appendices

Appendix A - Acting Up, Honorarium and Secondment Policy

Appendix B - Prevention of Sexual Harassment at Work Policy

10. Local Government (Access to Information) Act 1985

Not applicable.

Acting Up, Honorarium and Secondment Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Acting Up.....	4
3.1	Definition	4
3.2	Criteria	4
3.3	Duration	4
3.4	Payment	5
3.5	Recruitment	5
4	Honorarium	5
4.1	Definition	5
4.2	Criteria	6
4.3	Duration	6
4.4	Payment	6
4.5	Recruitment	7
5	Secondment	7
5.1	Definition	7
5.2	Criteria	8
5.3	Duration	8
5.4	Payment	8
5.5	Recruitment	9
6	Further References	9
	Appendix A - Acting Up Responsibilities	10
	Appendix B - Secondment Responsibilities	11
	Document Control	12

1 Introduction

- 1.1 The purpose of this policy is to provide clear guidance for managing acting up, honorarium and secondments within the Council. It aims to ensure consistency, fairness and compliance with employment law and internal pay frameworks.
- 1.2 The Council recognises and values the talents and professional aspirations of its employees and strives to provide opportunities to gain additional experience and develop employees' skills and knowledge.
- 1.3 This policy applies to all permanent, fixed term and temporary employees who have completed their probationary period. It does not apply to any agency workers, contractors or consultants working for the Council.
- 1.4 Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 Ensure all employees have equal access to development opportunities and ensure consistency across the Council.
- 2.2 Decisions should be documented, justified and communicated clearly to affected employees and will only be agreed in line with this policy.
- 2.3 Ensure the continued provision of Council services to residents.
- 2.4 Changes to service demand, vacancies or long term planned absence should be used wherever practicable to afford development for employees.
- 2.5 The allocation of additional duties and associated allowances must be open, transparent, fair and objective based upon service need and the ability to fulfil need. Failure to comply with this policy may result in inconsistencies across the Council and may lead to pay and grading errors or overpayments.
- 2.6 In the event more than one employee expresses an interest, selection should be based on the criteria for the position or project to be covered, assessment of candidate skills and general effect on service provision of the change.
- 2.7 If a manager wishes to fill a post on a permanent basis this will need to go via the Council's recruitment process. Employees who are acting up, on secondment or receiving an honorarium cannot be slotted into a post.
- 2.8 The Council is committed to fostering a diverse workforce that reflects its communities at all levels and by providing development opportunities these can help address any imbalance.

3 Acting Up

3.1 Definition

- 3.1.1 This is a temporary arrangement where an employee formally takes on the full or partial duties and responsibilities of a higher graded post within their existing team.
- 3.1.2 To ensure continuity, acting-up arrangements can be used to fill vacancies pending recruitment or for longer-term cover such as: sickness, parental leave, secondments, career breaks or work on specific projects.
- 3.1.3 Acting up opportunities provide employees who have completed their probationary period with the chance to develop their careers by gaining experience in higher-level posts.

3.2 Criteria

- 3.2.1 An acting up payment requires Director approval, which must be received prior to the manager submitting a [Terms and Conditions of Employment Changes Notification](#) Eform for processing.
- 3.2.2 The employee is required to fulfil the full working hours and responsibilities to receive pay in line with the grade. It is possible to take on partial responsibility at which point the relevant percentage will be applied. Upon completion of the acting up period, they will return to their substantive post on terms no less favourable than if the acting-up had not occurred.
- 3.2.3 The employee will adopt the terms and conditions of the higher post, including incremental progression, if they differ from their substantive terms. For example, an employee moving from a PO8 grade to an HC level grade will be required to work the necessary hours to fulfil the post, rather than being limited to a 36 hour working week.

3.3 Duration

- 3.3.1 The duration of acting up must be defined during the recruitment stage, which should not be more than twelve months. An extension beyond twelve months will not be considered unless there are exceptional circumstances.
- 3.3.2 To request an extension, the manager must prepare and submit a business case in advance, detailing the rationale for the extension, alongside this, the service must set out clearly plans to fill the post on a long term basis, to the Director and the Strategic HR & OD Business Partner for approval. Situations where an extension may be necessary include, but are not limited to, the following:
 - an organisational restructure commencing during the acting up period
 - a project being extended where it was not known at the outset
- 3.3.3 An extension may be approved for a maximum of six months only.

- 3.3.4 An acting up arrangement may be terminated earlier than planned with one month's written notice. For instance, if the substantive postholder resumes work ahead of schedule or if the position is filled through recruitment.
- 3.3.5 If an employee wishes to return to their substantive post before the end of the acting up period, they must provide at least one month's notice to both their substantive manager and current manager.
- 3.3.6 Any date changes or ending of an acting up must be communicated to Human Resources in advance by completing the [Terms and Conditions of Employment Changes Notification](#) Eform, ensuring timely processing and preventing salary discrepancies.

3.4 Payment

- 3.4.1 When an employee acts up, they will assume the vacant post and be compensated at the minimum salary point of the higher grade, unless their current salary matches it, in which case they will receive the next spinal point.
- 3.4.2 If more than one employee is acting up into the post, the additional salary will be shared at the appropriate percentage across all involved employees.
- 3.4.3 Incremental progression will be applied in line with relevant terms and conditions of the specific workforce group.

3.5 Recruitment

- 3.5.1 The post to be covered must be an established post with an evaluated job description. Prior to advertising the post, the manager must review the job description to ensure that it is relevant as jobs change over time.
- 3.5.2 In the event that the post has changed substantially a new job evaluation should be carried out. Further information can be found in the [Job Evaluation Policy](#). A minor change to a job description, such as job title change, will not affect the grade of the post therefore no re-evaluation is required.
- 3.5.3 The responsibilities of the manager and employee can be found at Appendix A.

4 Honarium

4.1 Definition

- 4.1.1 This is a one off or short term payment arrangement made to an employee or team who undertakes duties outside the scope of their substantive post and where these

duties do not warrant a permanent regrading. For example, additional work due to increased unplanned workload, unforeseen service needs or time limited project work.

4.2 Criteria

- 4.2.1 An honorarium payment requires Corporate Director approval, which must be received prior to submitting a [Terms and Conditions of Employment Changes Notification](#) Eform.
- 4.2.2 An honorarium payment is not applicable when an employee takes on additional work that aligns with their existing job description or grade or lower grade.
- 4.2.3 If there is a need to award an honorarium the manager should consider all colleagues who may be able to take up the additional work and give fair opportunity for all to be considered.
- 4.2.4 This may apply to an employee performing duties where an acting up is not suitable, as they are not carrying out the majority of the responsibilities associated with the higher-graded post.
- 4.2.5 In the event an honorarium is not requested in a timely manner then evidence will need to be provided by the manager to justify a retrospective honorarium payment.

4.3 Duration

- 4.3.1 The duration of an honorarium payment must be defined prior to requesting expressions of interest, which should not be more than six months. An extension beyond six months will not be considered unless there are exceptional circumstances
- 4.3.2 Situations where an extension may be necessary include, but are not limited to, the following:
 - covering a long term absence such as maternity leave
 - taking on additional responsibilities to cover another employee's sabbatical
- 4.3.3 Honorarium payments are not applicable for additional duties performed for less than one calendar month, such as covering annual leave or short-term absences.
- 4.3.4 Any date changes or ending of an honorarium payment must be communicated to Human Resources in advance by completing the [Terms and Conditions of Employment Changes Notification](#) Eform, ensuring timely processing and preventing salary discrepancies.

4.4 Payment

- 4.4.1 The amount paid is based on the difference between the employee's current spinal point and the next available spinal point.

- 4.4.2 If they have reached the top of their pay grade, they will receive the lowest spinal point of the next pay grade. In the event that there is an overlap between grades, the employee should receive the next spinal point.
- 4.4.3 In certain exceptional circumstances, an employee may be awarded two incremental points, subject to approval from the Strategic HR & OD Business Partner.
- 4.4.4 An employee receiving an honorarium payment will continue to progress to receive increments within their substantive grade until they reach the highest spinal point of their grade. During a period where an honorarium is in place, employees will not progress incrementally, however when the annual pay award is applied, the honorarium will increase in line with this.
- 4.4.5 Payment is calculated by taking the difference between the employee's current spinal point and the next spinal point of the grade or if the employee is at the top of their current grade, the lowest spinal point of the next grade will be paid.
- 4.4.6 The allowance will be paid monthly to the employee as a separate element to their basic pay and will be subject to the tax, national insurance and pension deductions.
- 4.4.7 In the event an employee goes on long term sickness, the honorarium payment should be paid for the remainder of the month the employee is considered as being on long term sickness and for a further three months thereafter. For the subsequent three-month period, the payment should be paid at 50% of the total honorarium amount.

4.5 Recruitment

- 4.5.1 When identifying there is a need for additional duties to be taken up, the manager must have a sound business reason for this, in line with the policy. In the first instance, details of the opportunity should be circulated to all relevant team members outlining the additional responsibilities clearly. Team members who would like to be considered should submit an expression of interest. The manager must demonstrate fairness and transparency throughout the process.

5 Secondment

5.1 Definition

- 5.1.1 This is a formal temporary transfer to another post, department within the Council or external organisation for a defined period of time with a clear return date to substantive post.
- 5.1.2 A secondment allows employees to gain new skills, valuable experience in a different work area which will help them develop and assist in career progression. Secondments can also help with raising the organisation's performance by allowing

the exchange of ideas, techniques and approaches between the different services within the Council.

5.2 Criteria

- 5.2.1 All employees who have passed their probationary period are eligible to apply for a secondment.
- 5.2.2 An employee who returns from a secondment cannot commence a further secondment for at least six months from the date of return.
- 5.2.3 We would encourage employees to inform their manager prior to applying for a secondment, in any case, the substantive line manager would need to agree the release of an employee for a secondment.

5.3 Duration

- 5.3.1 The duration of a secondment can range from three months to twenty-four months.
- 5.3.2 An extension beyond twenty-four months will require a business case submitted by either the host organisation or the relevant Council service.
- 5.3.3 An extension may be approved for a maximum of twelve months only, with the overall duration of the secondment not exceeding twenty-four months.
- 5.3.4 At the end of the secondment, the employee (secondee) will return to their substantive post on terms no less favourable than if secondment had not occurred.

5.4 Payment

- 5.4.1 Employees who are seconded internally will be moved to the post they are seconded to and will be paid at the minimum spinal point of the post that they are seconded to. For example, where a secondment is at a higher grade the employee will be paid the minimum salary point or if the employee is seconded to a lower grade they will be paid the maximum spinal point. Incremental progression will be applied in line with relevant terms and conditions of the specific workforce group.
- 5.4.2 Employees who are seconded to an external organisation will continue to receive their substantive salary via the Council and remain on their existing terms and conditions. Incremental progression will be applied in line with relevant terms and conditions of the specific workforce group.
- 5.4.3 The external (host) organisation providing the secondment opportunity is responsible for the employee's (secondee's) salary and for paying oncosts and any allowances for the duration of the secondment. The employee's substantive manager must raise an invoice and send to the external (host) organisation for them to re-imburse the full salary and oncosts.

5.5 Recruitment

- 5.5.1 The normal recruitment and selection procedures will apply to all types of secondments over three months in duration.
- 5.5.2 The responsibilities of the manager and employee can be found at Appendix B.

6 Further References

Organisational Change Policy
Recruitment Policy
Job Evaluation Policy

Appendix A - Acting Up Responsibilities

No.	Manager Responsibilities	Employee Responsibilities
1	Decide on the expected duration of the acting period.	Carefully consider their reasons for applying for the post and how the experience will help them in their future career.
2	On the job description clearly identify which are the minimum essential criteria that they would expect the successful candidate(s) to display.	Complete the Expression of Interest or application form, clearly outlining how their existing skills match the job description.
3	Seek advice from the Recruitment team prior to advertising, to ensure advertising is carried out correctly.	Take part in an interview if invited
4	Circulate the advert with details of the duration, application process and the closing date.	Use any constructive feedback for personal development.
5	Carry out shortlisting	
6	Arrange interviews for those shortlisted. N.B. Keep notes of the interview and the scoring and decision made for 6 months.	
7	Offer acting up opportunity to the successful applicant(s) and complete Terms and Conditions of Employment Changes Notification Eform.	
8	Unsuccessful applicants must be given constructive feedback on their performance to enable them to develop.	

Appendix B - Secondment Responsibilities

No.	Host Manager Responsibilities	Manager Responsibilities	Employee Responsibilities
1	Decide on the expected duration of the secondment	<p>Must be open to listening to requests from employees for secondment opportunities.</p> <p>If a manager does not agree the secondment, reasons must be given in writing. Possible reasons may be:</p> <ul style="list-style-type: none"> • The secondment is not a development opportunity • There are insufficient resources to release the employee to another post • Agreement was not sought or given before the application was made 	Carefully consider the reasons for applying for a secondment and how they will use the experience to help them in their future career and in their substantive job
2	The potential for development offered by the post must be assessed for each applicant	If employee is successful, consider backfilling post on a temporary basis for the duration of the secondment.	Discuss intention to apply for a secondment with manager before submitting an application. Manager must agree to release before an application is submitted.
3	Interviews should be offered to all shortlisted applicants and following a panel interview, the decision should be made. If only one candidate has expressed their interest but they fully match the essential criteria they can still be interviewed and may be offered the job. N.B. Keep notes of the interview and the scoring and decision made for 6 months.	<p>Must maintain contact with employee whilst on secondment and include employee in any consultation that affects their substantive post, as well as updating any team changes</p> <p>N.B. Employees on secondment must be given the same opportunity to apply for posts in the new structure at the same time as other members of the team. Further information can be found in the organisational change policy.</p>	Complete the Council's application form, clearly outlining how their existing skills match the job description, how the secondment will enable their career development and confirming that that their manager supports the application and their release.
4	Unsuccessful applicants must be given constructive feedback on their performance to enable them to develop.		Prepare and take part in interview if invited and use any constructive feedback for personal development.

Document Control

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Prevention of Sexual Harassment at Work Policy

Table of Contents

1	Introduction	3
2	Principles	3
3	Definitions of Sexual Harassment	3
4	The Law on Sexual Harassment	4
5	Preventative Duty	4
6	Who Can Experience Sexual Harassment	5
7	Reporting Procedures	5
8	Supporting someone who has made a complaint.....	7
9	Supporting someone who has been accused	7
10	Confidentiality.....	8
11	Further Resources.....	8
	Appendix A - Manager and Employee Responsibilities	9
	Appendix B - Examples of Sexual Harassment	10
	Document Control.....	11

Prevention of Sexual Harassment at Work Policy

1 Introduction

- 1.1 The purpose of this policy is to ensure a safe and respectful workplace for all employees. Haringey Council is committed to fostering an inclusive and supportive environment, with a zero-tolerance approach on sexual harassment.
- 1.2 The policy provides a clear outline of the Council's expectations regarding employee behaviour.
- 1.3 This policy applies to all employees and apprentices directly employed by the Council.
- 1.4 Teachers and employees working in schools have their own local management and policies to follow
- 1.5 Although agency workers do not fall under Haringey Council's HR policies regarding grievances, disciplinary actions or leave, they are still entitled to fair treatment and a workplace free from sexual harassment. If an agency worker voices a concern, the manager should consult the Employee Relations Team for guidance.

2 Principles

- 2.1 The aim is to protect all employees from sexual harassment and to foster a working environment that supports the dignity and respect of all workers, free from any form of bullying or harassment.
- 2.2 To enable employees to challenge any unwanted behaviour whether experienced or witnessed in the workplace and outlines how the Council will deal with any complaints of sexual harassment received.
- 2.3 To further enable a safe culture at work, free from sexual harassment, and one that employs an open and non-judgemental approach to disclosures.
- 2.4 The manager, employee and Human Resources have certain responsibilities that they must adhere to as part of a sexual harassment complaint, as outlined in appendix A.

3 Definitions of Sexual Harassment

- 3.1 Sexual harassment, as defined by the Equality Act 2010, occurs when a person engages in unwanted behaviour of a sexual nature, whether verbal, non-verbal or physical, that creates an intimidating, hostile, offensive, degrading or humiliating working environment or violates someone's dignity.

- 3.1.1 For example, an employee's colleague makes sexual comments about their body, getting very close and resting their hand on their arm. It makes them feel very uncomfortable and intimidated. This is sexual harassment.
- 3.2 Harassment related to certain 'protected characteristics' involves treating someone less favourably based on their sex, sexual orientation or gender reassignment.
- 3.2.1 For example, an employee's colleague regularly makes comments about members of the LGBT community that they find insulting. For example, saying their industry should not let them in. This is harassment related to a person's sexual orientation.
- 3.3 It is also unlawful to treat someone less favourably because they have either submitted a complaint of sexual harassment or have rejected such behaviour.
- 3.3.1 For example, an employee tells their manager that their inappropriate behaviour is offensive and must stop, and the manager retaliates by spreading hurtful rumours about the employee's sex life. This is harassment due to the employee's previous action.
- 3.4 To read about examples of other common forms of sexual harassment, please refer to appendix B

4 The Law on Sexual Harassment

- 4.1 The Equality Act 2010 provides protection against:
- sexual harassment,
 - harassment related to 'protected characteristics', for example a person's sex,
 - less favourable treatment because of how someone responded to previous sexual harassment.
- 4.2 With effect from October 2024, employers' now have legal obligations to take reasonable steps to prevent sexual harassment of their workers.

5 Preventative Duty

- 5.1 The Worker Protection Act (Amendment of Equality Act 2010) took effect from October 2024 and introduces a legal duty on employers to anticipate when sexual harassment may occur and take reasonable steps to prevent sexual harassment and create a safe working environment. This includes sexual

harassment by other people at work or by third parties, for example residents and contractors.

5.2 Examples of preventative measures include, but are not limited to:

- making it clear that sexual harassment will not be tolerated
- encouraging employees to report any incidents of sexual harassment
- encouraging employees to report situations where they felt at risk
- including discussions about sexual harassment when undertaking risk assessments, especially for lone working or resident-facing duties
- offering and undertaking relevant training.

6 Who Can Experience Sexual Harassment

- 6.1 Employees of any gender or sexual orientation can experience sexual harassment and it can be carried out by anyone of the same sex, another sex or anyone of any sexual orientation.
- 6.2 It may be persistent or an isolated incident. Sexual harassment may be obvious, or it may be subtle and more difficult to recognise.
- 6.3 Sexual Harassment can be carried out by anyone that an employee may come into contact with as part of their job such as a colleague, manager, agency worker, consultant or someone in a position of authority or a third party, for example residents and external organisations who work with the Council.

7 Reporting Procedures

- 7.1 There are both informal and formal ways to manage a complaint of sexual harassment. The appropriate route depends on the circumstances, but the choice ultimately lies with the employee who experienced the harassment.
- 7.2 **Informal**
- 7.3 If an employee wishes to make an informal complaint, they should promptly raise this with their line manager except that if the complaint is against that person it should be addressed to a more senior manager within the service.
- 7.4 Line managers should document the details of the complaint, including what happened, when, where, and who was involved. Due to the nature of the complaint and duties on the employer, it will be necessary for this information to be shared with the Employee Relations team, this can be done without naming the employee to begin with, but it may not be possible to protect anonymity in order to resolve the issue.

- 7.5 An informal conversation can be arranged with the alleged harasser to make them aware of the behaviour and its impact and to seek a resolution. If at this stage, the complainant still wishes to remain anonymous, this will be considered and assessed, depending on the work environment, it sometimes is not possible to do this, but appropriate support will be provided.
- 7.6 Line managers should regularly check in with the employee to ensure they feel safe and supported and to determine if further action is needed.
- 7.7 The Employee Relations Team must be made aware of an informal complaint via HALO at the earliest stage, so they can support and monitor the process.
- 7.8 **Formal**
- 7.9 If an informal resolution is not possible, or if the seriousness of the action warrants formal action, or if the employee feel this is the preferred option, the employee may pursue the formal complaints route.
- 7.10 In this case, employees are encouraged to raise a formal grievance under the [Grievance Policy](#) for the complaint to be investigated. As a result of the grievance investigation and outcome, disciplinary action may be considered in line with the [Disciplinary Policy](#).
- 7.11 An employee may choose not to file a formal complaint, for instance, due to the potential distress involved. However, in such cases, the manager, in consultation with HR, may still initiate disciplinary action against the alleged individual, in line with the legal duty for employers to prevent sexual harassment and failure to act appropriately may place others at risk.
- 7.12 Where an allegation has been made against a Person in a Position of Trust (PIPOT) the manager is required to refer to and follow the [protocol and practice guidance](#) on the internet.
- 7.13 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.
- 7.14 Given the nature of the services the Council provides, employees may be at risk of violence from individuals such as dissatisfied parents, clients or evicted persons. This exposes employees to potential threats of violent or aggressive behaviour. Haringey Council acknowledges its responsibility as an employer to

safeguard health and safety by identifying foreseeable risks, assessing their scope, and implementing appropriate control measures. Further details on the 'Person of Concern' (PoC) process are available [here](#).

8 Supporting someone who has made a complaint

8.1 Haringey Council is committed to providing comprehensive support for employees who have experienced sexual harassment. This support includes but not limited to:

8.1.1 Counselling Services: Employees affected by sexual harassment can access counselling services through our Employee Assistance Programme (EAP). These services are provided by independent and trained counsellors and are strictly confidential between the counsellor and the member of staff.

8.1.2 Legal Assistance: Our Employee Assistance Programme offers free and confidential legal advice to employees who need guidance on their rights and options following an incident of sexual harassment.

8.1.3 Special Leave: It may be appropriate for the individual affected to take time off under the special leave policy if necessary. This should be discussed with the line manager and a member from the HR Employee Relations Team to ensure appropriate arrangements are made. Further information can be found in the [Annual Leave and Time Off Policy](#).

8.1.4 Trade Union Support: Trade Unions can provide advice and support to employees during formal proceedings related to sexual harassment complaints. Employees are encouraged to seek assistance from their Trade Union representatives. Further information can be found [here](#).

8.1.5 Staff Networks: These are groups of colleagues who can become a source of peer support. These networks offer a safe space for employees to share their experiences and receive support from their peers. Further information can be found [here](#).

9 Supporting someone who has been accused

9.1 Being accused of sexual harassment can be very distressing. It is essential that the situation is handled sensitively, and any informal or formal proceedings are carried out in a fair and thorough way without presuming the accusation is either true or false.

9.2 Employees accused should be signposted to the same wellbeing and support resources, such as the Employee Assistance Programme.

10 Confidentiality

- 10.1 Haringey Council is committed to protecting the privacy and confidentiality of all individuals involved in a sexual harassment complaint or investigation.
- 10.2 All complaints, reports, and investigations of sexual harassment will be handled with discretion. Information will only be shared with individuals who need to know in order to carry out their responsibilities under this policy, such as Human Resources, Investigators, decision-makers, and legal counsel where appropriate.
- 10.3 Employees, witnesses, and parties involved in a complaint are expected to respect the privacy of all individuals concerned and are prohibited from discussing the matter outside of the investigation process. Breach of confidentiality by any party involved may result in disciplinary action.
- 10.4 Confidentiality does not guarantee anonymity but information will only be shared where necessary and the individual will be advised.

11 Further Resources

11.1 Equality Advisory and Support Service (EASS)

Advises and assists individuals on issues relating to equality and human rights, across England, Scotland and Wales.

www.equalityadvisoryservice.com

11.2 Protect advice line

Free, confidential and expert advice to whistleblowers, helping you to decide how best to raise your concern.

<https://protect-advice.org.uk/contact-protect-advice-line/>

11.3 Rights of Women – Sexual harassment at work advice

Free employment legal advice to women in England and Wales experiencing sexual harassment at work

www.rightsofwomen.org.uk/get-advice/sexual-harassment-at-work-law

11.4 Victim Support

Free independent confidential advice and provides specialist help to support people to cope and move on to the point where they feel they are back on track with their lives.

<https://www.victimsupport.org.uk/>

Appendix A - Manager and Employee Responsibilities

No.	Manager Responsibility	Employee Responsibility
1	To model appropriate behaviour at work as set out in this policy. Further information can be found in the Code of Conduct Policy .	To model appropriate behaviour at work as set out in this policy.

2	Monitor the workplace environment to ensure, as far as practicable, that standards of conduct are always maintained, and that sexual harassment is not tolerated.	Take personal responsibility to raise concerns about any sexual harassment in the workplace, whether experienced personally or witnessed.
3	Treat complaints and behaviour which may constitute sexual harassment seriously and take immediate action.	Treat any allegations or complaints of sexual harassment with appropriate confidentiality.
4	Contribute to a respectful and productive working environment.	Contribute to a respectful and productive working environment.

Appendix B - Examples of Sexual Harassment

The list below provides examples of other common forms of sexual harassment, though it is not exhaustive:

- unwelcome sexual advances, propositions and demands for sexual favours
- derogatory comments or nicknames about clothing or appearance
- leering and suggestive gestures and remarks or jokes of a sexual nature

- intrusive questioning or suggestions about your sex life or a colleague's sex life, and discussing their own sex life
- sexual posts or contact on social media
- spreading sexual rumours about a person
- sending sexually explicit emails or text messages
- sexual comments about a colleague's sexual orientation or any other protected characteristic
- displaying offensive material, such as pornographic pictures or calendars, including those in electronic forms such as computer screen savers or by circulating such material in emails or via social media
- Any unwanted physical contact

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