

NOTICE OF MEETING

GENERAL PURPOSES COMMITTEE

Thursday, 9th October, 2025, 7.00 pm - George Meehan House, 294 High Road, N22 8JZ (watch the [live meeting](#), or watch the recording [here](#))

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

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 - 4)

To agree the minutes of the previous meeting held on 1 July 2025 as a correct record.

7. PEOPLE REPORT (PAGES 5 - 10)

8. HR POLICIES (PAGES 11 - 50)

9. MINUTES OF OTHER BODIES (PAGES 51 - 54)

10. NEW ITEMS OF URGENT BUSINESS

11. EXCLUSION OF PRESS AND PUBLIC

Items 12 and 13 contain exempt information as defined under paragraphs 1 and 4, Part 1, Schedule 12A of the Local Government Act 1972. The Committee is asked to consider that the press and public be excluded from the remainder of the meeting.

12. HOUSING REPAIRS DISPUTE - COLLECTIVE AGREEMENT (PAGES 55 - 62)

13. EXEMPT MINUTES OF OTHER BODIES (PAGES 63 - 68)

14. DATE OF NEXT MEETING

The date of the next meeting is scheduled for 22 January 2026.

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

Tuesday, 30 September 2025

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MINUTES OF THE MEETING General Purposes Committee HELD ON Tuesday, 1st July, 2025, 7.00 - 7.13 pm

PRESENT:

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

36. FILMING AT MEETINGS

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

RESOLVED:

That the filming procedure was noted.

37. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Ali.

38. URGENT BUSINESS

There was none.

39. DECLARATIONS OF INTEREST

There were none.

40. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

41. MINUTES

The minutes of the previous meeting, 3 April 2025, were discussed.

RESOLVED:

The minutes of the previous meeting, 3 April 2025, were agreed as a true and accurate record of proceedings.

42. PEOPLE REPORT

The Chief People Officer introduced the report.

It was highlighted that there had been an increase in the number of staff in the workforce since the last report to Committee. However, it was stressed that there had been a reduction in the number of agency staff due to the work of managers. It was explained that the staff headcount in December 2024 to March 2025 had increased in part due to insourcing of Fusion Leisure.

RESOLVED:

That the Committee:

1. Noted the report.

43. HR POLICIES

The Chief People Officer introduced the report.

It was explained that the proposed changes to the Acting-up and Honorarium Policies were minor and were undertaken to remain compliant with employment regulations. It was explained that the proposed changes had been discussed with Trade Unions.

It was explained that the Council was proposing to introduce a specific Sexual Harassment Policy in order to remain compliant with Advisory, Conciliation and Arbitration Service (ACAS) recommendations and with changes to Central Government regulation regarding sexual harassment reporting. It was stressed that the policy would not change any existing processes in the disciplinary policy, which were considered sufficient.

The proposed changes for employees who become a special guardian or kinship carer were outlined and it was explained that the Council accepted proposed changes to extend pay and leave provisions.

Following questions from Members, it was outlined:

- That secondments onto lower grades would be placed onto the maximum spinal point to minimise income loss.
- Members asked about arrangements for foster carers and potential flexibility of policies. Officers explained that there was appropriate flexibility in place for special leave arrangements which is undertaken on a case by case basis.

RESOLVED:

That the Committee:

1. Approved the changes to the Acting Up, Honorarium and Secondment Policy and the introduction of a new Prevention of Sexual Harassment at Work Policy.
2. Approved the proposed revisions to the Parental Leave Policy to extend pay and leave provisions for employees who become a special guardian or kinship carer.
3. Noted the HR policies to be presented to this Committee throughout municipal year ending April 2026.

44. NEW ITEMS OF URGENT BUSINESS

There were none.

45. DATE OF NEXT MEETING

The date of the next meeting was noted as 9 October 2025

CHAIR: Councillor Cressida Johnson

Signed by Chair

Date

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Report for: General Purposes Committee - 9th October 2025

Item number: 7

Title: People Report June 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

3.1 It is recommended that the Committee note the report.

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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

6.1 People Report Headlines

- 6.1.1 The headcount within the established workforce increased slightly by 1% during the second quarter, which contributed to a 1.5% uplift in annualised base pay.
- 6.1.2 Agency worker (excludes day rate of £500+) headcount decreased by 21.4%, with FTE decreasing by 22.6% and costs reducing by 20.1%. This downward trend reflects the Council's strategic drive to reduce dependency on agency staffing, enhance workforce stability and drive cost efficiencies. As a result, the proportion of agency workers within the total workforce decreased from 10.8% to 8.6%. The Council will continue to limit agency worker engagement where possible, while recognising their critical role in addressing short-term staffing gaps and responding to short-term service demands.
- 6.1.3 During this financial quarter, headcount among off payroll workers (£500+ day rate) decreased by 6.7%, contributing to a 13% reduction in associated costs. The highest utilisation of this workforce group continues to be within Adults, Housing and Health, Children's Services, and Finance and Resources. This aligns with the rising service pressures, particularly in areas such as support for vulnerable adults, temporary accommodation and children's safeguarding, as well as the Council's financial circumstances, where specialist external support has been engaged to deliver targeted expertise and maintain service continuity.
- 6.1.4 The Council's total pay bill for this quarter has reduced by 2.5%.
- 6.1.5 While the overall number of leavers increased compared to the previous reporting period, the proportion leaving due to resignation or retirement decreased. Additionally, the number of employees under the age of 40 leaving the Council decreased, indicating stronger engagement and retention among younger employees. However, the number of new starters over the past rolling year decreased by 7.1%.
- 6.1.6 Sickness rates have improved across the board as follows: average days lost decreased by 6.6%, both long-term and short-term absences declined and sickness-related costs reduced by £362k.
- 6.1.7 Apprenticeship levels across the Council have remained stable overall. The rise in numbers within the Adults, Housing and Health directorate is primarily linked to the recent restructure, where parts of Placemaking and Housing integrated into its remit.

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), Director of Legal and Governance, Equalities)

8.1 Chief Finance Officer

This report recommends Committee to note the changes in the workforce from March 2025 to June 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 Director of Legal and Governance

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

9 Use of Appendices

Appendix A - People Report (June 2025)

10 Local Government (Access to Information) Act 1985

Not applicable.

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People Report

June 2025

Appendix A



Measure		Reporting Period					% Change
		Sep 2024	Dec 2024	Mar 2025	Jun 2025	Status	Mar 2025 to Jun 2025
Established Workforce							
Headcount	M	3461	3563	3652	3688	↑	1.0
FTE	M	3209.6	3261.1	3349.0	3386.0	↑	1.1
Cost base pay - monthly (£000)	M	£11,504,364	£12,205,390	£12,492,767	£12,678,955	↑	1.5
Cost base pay - annualised (£000)	M	£138,052,368	£146,464,677	£149,913,204	£152,147,465	↑	1.5
Average cost per FTE (£000)	M	£43,012.3	£44,912.7	£44,763.6	£44,934.3	↑	0.4
Off Payroll Workforce - Agency (from June 2023 excludes £500+)							
Headcount	M	527	469	454	357	↓	-21.4
FTE	M	416.4	349.7	356.7	276.0	↓	-22.6
Cost - monthly (£000)	M	£2,739,819	£2,270,894	£2,367,154	£1,891,982	↓	-20.1
Cost - annualised (£000)	M	£32,877,828	£27,250,723	£28,405,848	£22,703,784	↓	-20.1
% Agency of total workforce	M	12.8	10.8	10.8	8.6	↓	-20.4
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	68	63	60	56	↓	-6.7
FTE	M	52.8	47.0	49.8	43.4	↓	-12.8
Cost - monthly (£000)	M	£832	£730	£792	£689	↓	-13.0
Cost - annualised (£000)	M	£9,988,440	£8,765,844	£9,504,696	£8,269,188	↓	-13.0
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	4056	4095	4166	4101	↓	-1.6
FTE	M	3678.8	3657.8	3755.5	3705.4	↓	-1.3
Cost - monthly (£000)	M	£15,076,553	£15,206,770	£15,651,979	£15,260,036	↓	-2.5
Cost - annualised (£000)	M	£180,918,636	£182,481,244	£187,823,748	£183,120,437	↓	-2.5
Leavers							
Headcount	RY	412	412	377	390	↑	
FTE	RY	372.7	374.0	348.5	354.3	↑	
% Resignation/ Retirement	RY	77	78	79	75	↓	
% TUPE	RY	0	0	0	0	→	
% Redundancy	RY	9	8	9	9	↑	
% Other	RY	14	13	12	15	↑	
No. Leavers Aged <40	RY	136	147	136	124	↓	
Starters							
Headcount	RY	498	627	646	600	↓	
FTE	RY	486.3	602.1	613.2	572.8	↓	
% Permanent appointments	RY	63	63	66	68	↑	
% Fixed term appointments	RY	37	36	35	32	↓	
% Temporary appointments	RY	0	0	0	0	→	
No. New Starters Aged <40	RY	266	338	354	298	↓	

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

June 2025

Appendix A



Measure	Data Period	Reporting Period	% Change
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Sickness Absence

		Sep 2024	Dec 2024	Mar 2025	Jun 2025	Status
Sickness rate (average days)	RY	10.6	10.2	10.6	9.9	↓
Long term sickness rate (20+ days)	RY	8.6	8.3	8.0	7.6	↓
Short term sickness rate (<20 days)	RY	2.0	1.9	2.6	2.4	↓
Sickness cost (£000)	RY	£4,732	£4,971	£5,197	£4,835	↓

Apprentices

Adults, Housing & Health	M	29	24	23	57	↑
Children's Services	M	20	21	27	23	↓
Culture, Strategy & Communities	M	19	14	15	14	↓
Finance & Resources	M	16	15	10	13	↑
Environment & Resident Experience	M	24	20	19	19	→
No. Apprentices	M	108	94	94	126	↑

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 - 9th October 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 Code of Conduct Policy, Conflict of Interest Policy and the Menopause at Work Policy and Guidance 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

- (i) That the Committee consider and approve the changes to the Code of Conduct Policy, Conflict of Interest Policy and the Menopause at Work Policy and Guidance.
- (ii) That the Committee approve the change to the organisational change policy as detailed at section 6.6.
- (iii) That the Committee approve the change to the disciplinary policy as detailed at section 6.7.
- (iv) Note the remaining HR policies to be presented to this Committee throughout the rest of this 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 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 All policies being presented have all been updated as follows:
 - 6.2.1 They have been revised to make them clearer and more concise with the aim of making them easier to understand for managers and employees.
 - 6.2.2 The policies have been drafted with ACAS best practice (with reference to Brightmine, formerly known as XpertHR), any legal/ statutory requirements and the Council's local requirements.
 - 6.2.3 Merging of Purpose and Scope under the heading "Introduction" in line with other policies.
 - 6.2.4 The principles section has been updated in line with other Council policies.
 - 6.2.5 References to practice notes have been removed and relevant content has been incorporated into the policy where appropriate.
- 6.3 In addition, the Code of Conduct Policy has been updated as follows:
 - 6.3.1 The conduct expectations section has been updated to provide clear and concise guidance for all employees. Additional standards have been included for those with people management or budgetary responsibilities, see sections 3.4.2 and 3.4.3.
 - 6.3.2 The policy now includes information on working from abroad which includes eligibility criteria and the process an employee is required to follow in order to request to work overseas, see section 3.13.
 - 6.3.3 We have incorporated a process for reporting a concern, see section 5. This ensures a structured and fair approach to employees who raise a concern about potential breaches of the code of conduct.
 - 6.3.4 Appendix A outlines the responsibilities of managers and employees across the different areas of workplace conduct. The purpose of which is to act as a guide to ensure clarity, accountability and consistency in behaviour and expectations across Council.
 - 6.3.5 Examples of gross misconduct have been listed at Appendix B to support the understanding of unacceptable behaviour and potential disciplinary action.
- 6.4 The Conflict of Interest Policy has also been updated as follows:
 - 6.4.1 Further clarity has been added with regards to agency workers and contractors and the process of declaring a conflict, see section 4.3.
 - 6.4.2 An additional section has been included which outlines the Council's process regarding the ongoing monitoring of declarations of interest, see section 7.

- 6.4.3 Examples of Conflicts of Interests are listed at Appendix A which illustrates examples of actual or potential conflict of interest that may arise within the workplace. This help support managers and employees understand their responsibilities and take appropriate steps to uphold ethical standards within the Council.
- 6.5 Lastly, the Menopause at Work Policy and Guidance has been updated as follows:
- 6.5.1 Section 3 of the policy, which covers the law relating to menopause, has been expanded to reflect recent developments introduced by the Employment Rights Bill 2024.
- 6.5.2 Additional guidance has been added on making supportive adjustments during the menopause and outlining the different the support options such as the new reasonable adjustments hub, see section 6.
- 6.5.3 Guidance has been added to help support employees who may feel uncomfortable discussing menopause related concerns with their direct line manager, see section 6.2.
- 6.6 In addition, the Organisational Change policy currently states the outcome of redundancy appeal will be sent within 3 working days of the hearing. The Unions have agreed this can be changed to “Outcomes will be provided within 5 working days but in cases where there are unavoidable delays, the Chair will notify the appellant after five days and provide a final decision within ten days”.
- 6.7 Request to change the disciplinary policy as follows:
It currently says Suspension risk assessment will be signed off by Head of Employee Relations, Business Partners & Reward. Please can this be changed to “Senior Employee Relations Specialist or above”.
- 6.8 Throughout the rest of this municipal year (up to April 2026), we plan to submit the following to committee for approval, as part of the HR Policies Forward Plan:
- Job Evaluation Policy
 - Recruitment Policy
 - Employment References Policy
 - Induction Policy
 - Employee Supported Volunteering Policy
 - Relocation Policy
 - Trans Equality Policy

7 Contribution to strategic outcomes

- 7.1 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), Director of Legal and Governance, Equalities

8.1 Chief Finance Officer

There are no direct financial implications arising from this report. The cost of any reasonable adjustments that arise from the Menopause at Work Policy and Guidance are expected to be funded from within existing service budgets.

The Director of Finance notes and welcomes the inclusion in the Code of Conduct of standards for staff with budgetary responsibilities, which is particularly timely given the challenging financial circumstances the Council is operating under.

8.2 Director of Legal and Governance

The Director of Legal and Governance has read and contributed to the report and appended policies proposed for revision.

9 Use of Appendices

Appendix A - Code of Conduct Policy

Appendix B - Conflict of Interest Policy

Appendix C - Menopause at Work Policy and Guidance

10 Local Government (Access to Information) Act 1985

Not applicable.

Code of Conduct Policy

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Code of Conduct Policy and Procedure

1 Introduction

- 1.1 The purpose of this policy is to set out the standards of behaviour expected from all employees of the Council. It supports the Council's values, promotes integrity and accountability and ensures that all employees are treated fairly. It also ensures professionalism in the delivery of services to its residents, recognising that equitable, inclusive conduct among employees is essential to delivering fair, responsive and high quality services.
- 1.2 Employees can enjoy many benefits whilst working for the Council and in return they are required to carry out their job to the best of their ability, comply with Council policies and procedures and behave in a manner that reflects the Council's values and behaviours and does not bring the reputation of the Council into disrepute. Employee benefits include, but not limited to, the following:
- Generous annual leave
 - Interest free season ticket loans
 - Flexible working arrangements
 - Variety of Parental Leave Provisions

Further information on employee benefits can be found [here](#).

- 1.3 Failure to comply with this Code of Conduct may result in disciplinary action in accordance with the Council's [disciplinary policy](#). In cases where the breach is deemed sufficiently serious, it may constitute gross misconduct and could lead to summary dismissal, without prior notice.
- 1.4 This policy works alongside any other obligations an employee may have as a member of a professional / regulated body. Where necessary, Haringey council may need to report conduct concerns to the relevant body.
- 1.5 This policy applies to all permanent, fixed term and temporary employees of the Council. Whilst it does not apply to any agency workers, contractors or consultants working for the Council, a level of professionalism and acceptable conduct is expected, in the event it is necessary, feedback will be given to the agency/ organisation they are from.
- 1.6 Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 All employees must adhere to the following:
- Uphold the highest standards of integrity, honesty and professionalism.

- Comply with all relevant legislation and Council policies.
- Act in a way that maintains public trust and confidence in the Council.
- Treat all colleagues, service users and members of the public with respect and dignity.
- Adhere to the Nolan principles/ Principles of Public life.
- Ensure decisions are made in the best interest and best value for residents and the Council.

2.2 Managers and employees have certain responsibilities that they must adhere to as part of the Code of Conduct as outlined in appendix A.

3 Conduct Expectations

3.1 Attendance and Timekeeping

3.1.1 Employees must:

- Attend work punctually and regularly as per their agreed working hours with manager.
- Follow the Council procedures for reporting absence as set out in the [Sickness Absence Policy](#).
- Seek prior approval for annual leave and flexible working (if applicable to role/ service needs).
- Employees must notify their manager at the earliest opportunity if they are unexpectedly unable to attend work due to unforeseen circumstances or emergencies beyond their control.

3.2 Appearance

3.2.1 Employees must:

- Maintain a professional appearance and dress suitably for the job they are employed to do.
- Be presentable, clean and smart at all times.
- Ensure clothing is respectful and not likely to cause offence, particularly during hot weather.
- Wear assigned uniform and personal protective equipment as required for their role.

3.3 Behaviour and Attitude

3.3.1 Employees must:

- Be courteous, professional and cooperative

- Not engage in discriminatory, harassing or bullying behaviour including, but not limited, to racism, ableism, homophobia, transphobia and other forms of prejudice. Refer to [Prevention of Sexual Harassment at Work Policy](#).
- Promote inclusive behaviours, respect others' identities, and contribute to a safe and respectful workplace.
- Ensure they are familiar with relevant legislation including the Equality Act 2010.
- Represent the Council positively in all communications.

3.4 Work Standards

3.4.1 Employees must:

- Follow reasonable management instructions
- Maintain strict confidentiality and comply with applicable data protection regulations
- Follow the Council's policies and procedures
- Demonstrate accountability for actions and decisions.

3.4.2 In addition, standards expected by People Managers are as follows:

- Ensure all employees are treated fairly, equally and without discrimination
- Undertake people management processes in line with internal policies
- Participate in people management training and complete all mandatory training
- Stay up to date with changes to people management policies.

3.4.3 In addition, standards expected by Budget Managers are as follows:

- Understand a Budget Holder's responsibilities as set out in the Financial Regulations (London Borough of Haringey Constitution: Part 4 Section I).
- Ensure any spending is appropriate, represents value for residents and has been approved through the appropriate approval route.
- Monitor budgets they are responsible for, ensuring income and expenditure is tracked and report budget variances to Directors by forecasting all variations on the financial management system in accordance with the corporate budget monitoring timetable.
- Follow internal policies relating to financial commitments, including but not limited to; procurement, pay and reward, contract awards.
- Ensure that appropriate financial controls and systems exist, are applied within their service area and report on any deficiencies to Directors.

3.5 Confidentiality

3.5.1 Employees must:

- Protect sensitive information about the Council, employees and service users

- Comply with data protection legislation
Ensure information remains confidential unless granted specific permission to release it.

3.6 Conflict of Interest

3.6.1 Employees must:

- Declare any personal interest that may conflict with Council duties; this includes personal relationships with other employees
- Avoid any situation where personal interest may influence professional judgement. Refer to [Conflict of Interest Policy](#).

3.7 Use of Council Resources

3.7.1 Employees must:

- Use Council equipment, vehicles and facilities for authorised purposes only
- Avoid personal use of work resources unless expressly permitted by employee's manager. Further information can be found [here](#).

3.8 Political Neutrality

3.8.1 As public servants, employees:

- Must remain politically neutral in the workplace
- Cannot use their position to promote political opinions.

3.9 Social Media and Online Conduct

3.9.1 Employees must:

- Not post content that could damage the Council's reputation
- Not share confidential information
- Use personal accounts responsibly and in line with [social media guidance notes](#).

3.10 Gifts and Hospitality

3.10.1 Employees must:

- Not accept gifts or hospitality that may be seen to influence decisions
- Declare all offers of gifts or hospitality via [HALO](#), ideally in advance if possible.

3.11 Bribery and Corruption

3.11.1 The Council is committed to maintaining the highest ethical and legal standards with zero tolerance for bribery and corruption.

3.11.2 All employees must comply with the Bribery Act 2010 and should not offer, promise, give or accept a bribe and has a responsibility to detect, prevent and report any

instances of bribery or corruption. To support this, we encourage a culture where employees feel safe to speak up and raise concerns via the appropriate channels.

3.11.3 Further information can be found in the Council's [Whistleblowing Policy](#).

3.12 Additional Work

3.12.1 An employee must not work and be paid for any other organisation or provide services to anyone during the hours when they are contracted to work for the Council. This includes both paid and unpaid work.

3.12.2 If on appointment, the employee already holds another job, this must be declared to their manager and the process followed on [HALO](#). However, this should have also been declared during the recruitment and/or onboarding stage.

3.12.3 In the event an employee wishes to take up paid work outside of the contractual hours, they must ask permission from their line manager before taking on any additional work. The request should be made through the [HALO](#) process. The manager will take in to account the wellbeing of the employee (including working hours), the impact it may have on the Council and the reasons they are taking on additional work before reaching a decision.

3.13 Working from Abroad

3.13.1 An employee may make a request via [HALO](#) to work from a country outside the UK for a maximum of 6 weeks (30 working days) in any rolling 12-month period. The work must be carried out from a single country per application unless explicitly approved and must be in line with the [Working From Abroad Guidance](#).

3.13.2 This request must be approved at least 4 weeks in advance by the employee's manager, the manager's manager and Human Resources.

3.13.3 Employees who seek to work abroad must:

- Have successfully completed their probationary period
- Not be under a standard setting or performance improvement process, subject to a disciplinary investigation or have a live disciplinary or capability sanction
- Continue to meet their contractual obligations and standards required for their role including appropriate working hours
- Be employed in a role that is compatible with remote working
- Comply with terms agreed with their manager regarding working abroad and Council policies.
- Only work from the country they have agreement for and for the time period agreed.

3.14 Leaving the Council

- 3.14.1 In line with the Council's terms and conditions, employees must not divulge to any person or make use of any information to which they had access to whilst working for the Council.
- 3.14.2 Prior to an employee's last day of service they must provide a clear handover to their manager and ensure that all files and records are up to date and easily accessible. This should also include the transferring of data held in the employee's 'one drive' area.
- 3.14.3 Employees are required to return any Council property or equipment in their possession to their manager on or before their last day of employment. This includes but is not limited to laptop/ phones (including all relevant access codes) and ID badge. In the event equipment is not returned, the council will seek to recover it or the equivalent costs.
- 3.14.3 Managers are responsible for ensuring leaver notifications are submitted in advance of the leaving date to avoid overpayment of salary and must plan the return of all Council equipment to reduce avoidable costs/ risks.
- 3.14.4 An employee is required to repay any outstanding money owed to the Council (e.g., overpayments or loans) in full and every effort will be made to recover the money owed via payroll before the employee leaves. If not recovered prior to leaving, the debt recovery process will be instigated via the Debt Recovery team.

4 Disciplinary Consequences

- 4.1 Failure to comply with the Code of Conduct may result in disciplinary action in line with the Council's [Disciplinary Policy](#), up to and including dismissal for gross misconduct.
- 4.2 Examples of gross misconduct can be found at appendix B.

5 Reporting Process

- 5.1 The following steps must be taken as part of an individual raising a code of conduct concern:
- 5.1.1 Recognise and document:
- Identifying the behaviour or incident that may breach the Code of Conduct
 - Record key details such as time, date, individuals involved and any witnesses, provide this along with any available evidence to Employee Relations Team via [HALO](#).
- 5.1.2 Investigation Process:
- Employee Relations Team will review the information received and determine next steps.

- Individual who raised concern may be asked for further information or be invited to a meeting to discuss their concerns further.
- Investigations to be approached with sensitivity and fairness and support will be offered to those affected.

5.1.3 Outcome:

- Concern/s raised will be reviewed and appropriate action will be taken in line with the relevant policies.
- All parties will be kept informed of progress and outcome.
- Confidentiality will be maintained throughout process.

5.2 No detriment will be suffered by anyone raising a concern in good faith; however, any matter raised with malicious intent may be dealt with under the [disciplinary policy](#).

6 Person in a Position of Trust (PIPOT)

6.1 Where an allegation has been made against a person in a position of trust (PIPOT) there is a requirement to refer to and follow the [protocol and guidance](#) on the intranet.

7 Further References

Disciplinary Policy
Whistleblowing Policy
Grievance Policy
Annual Leave and Time Off Policy

Appendix A - Manager and Employee Responsibilities

Area	Manager Responsibilities	Employee Responsibilities
General Conduct	Model expected behaviours; ensure team awareness of policies; address breaches promptly and fairly.	Uphold integrity, honesty, professionalism; comply with laws and policies; maintain public trust; treat others with respect. Ensure decisions made are in the best interest and best value.
Attendance & Timekeeping	Monitor attendance; approve leave/flexible working; address attendance issues. Refer to Annual Leave and Time Off Policy .	Attend work punctually; report absences properly; seek approval for leave/flexible working. Annual Leave and Time Off Policy .
Appearance	Clearly explain appearance standards and dress code requirements and observe and address any breaches.	Choose clothing that is respectful and unlikely to cause offense and be mindful of seasonal changes such as hot weather.
Behaviour & Attitude	Promote inclusive culture; intervene in inappropriate behaviour; support team wellbeing. Take action when concerns are raised and ensure accountability.	Be courteous, professional, cooperative; Not engage in discriminatory, harassing or bullying behaviour; represent the council positively. Undertake your role fully, follow reasonable management requests.
Confidentiality	Ensure employees understand confidentiality obligations; report and manage breaches	Protect sensitive information; comply with data protection laws; avoid unauthorised disclosures.
Conflict of Interest	Maintain a register of interests; advise employees on managing conflicts	Declare conflicts; avoid situations affecting impartiality.
Use of Council Resources	Monitor appropriate use and provide guidance on acceptable use.	Use resources only for authorised purposes; avoid personal use unless permitted.
Political Neutrality	Reinforce neutrality expectations and address breaches.	Remain politically neutral at work; avoid promoting political views.

Social Media Conduct	Provide guidance on responsible use; address misuse.	Avoid reputational damage; don't share confidential info; follow social media guidance notes
Gifts & Hospitality	Maintain and review the Gifts and Hospitality Register; advise employees on appropriate actions.	Avoid accepting gifts/hospitality that may influence decisions; declare all offers.
Leaving the Council	Ensure compliance with exit procedures, collect council property and ensure a handover is completed.	Continue to uphold data protection and confidentiality obligations after leaving the Council. Do not disclose or misuse any confidential or sensitive information accessed during employment.
Additional Work	Communicate policy clearly, review and support requests and monitor compliance.	Avoid engaging in any paid or unpaid work whilst contracted to work for Council. Ensure that any additional work is approved by Director and does not create a conflict of interest.
Working from Abroad	Assess eligibility and suitability of employee's request, set clear expectations and monitor compliance.	Check meets eligibility criteria, provide sufficient notice (at least 4 weeks/) and maintain terms agreed with manager during period of working abroad.

Appendix B - Examples of gross misconduct behaviour

The following list is not exhaustive

- Removing, deliberately damaging or misusing council property
- Using the internet, email, electronic software and information systems inappropriately
- Acts of dishonesty, including theft and fraud
- Deliberate falsification of statements, time sheets, expenses claims, etc.
- Inappropriate or offensive behaviour towards customers or colleagues including bullying, harassment or discrimination related to protected characteristics such as race, sex, sexual orientation, gender reassignment, disability or religion
- Physical violence
- Improper use of your position or the Council's name for personal gain including the soliciting or acceptance of bribes
- Being under the influence of alcohol or drugs while at work
- Deliberate failure or refusal to carry out reasonable management instructions relevant to the duties of your post.
- Recklessness, carelessness or negligence, causing loss, damage or injury; or a serious breach of health and safety practice
- Working for another employer without permission
- Working for another employer in the same hours that you are contracted to work for the Council
- Working for the Council from another country without written permission.

Document Control

Key Information	
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Conflict of Interest Policy

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Conflict of Interest Policy and Procedure
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1 Introduction

- 1.1 Haringey Council is committed to the highest standards of integrity, transparency and accountability. A conflict of interest, whether actual, potential or perceived can undermine trust, damage the Council's reputation and compromise effective decision making.
- 1.2 The purpose of this policy is to protect the Council and its employees from conflicts of interest and allegations of misconduct. It provides a clear and consistent process for declaring, recording and managing conflicts of interest. Additionally, it ensures compliance with the Seven Principles of Public Life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.
- 1.3 This policy should be read in conjunction with the following:
 - Code of Conduct Policy
 - Disciplinary Policy
 - Whistleblowing Policy
 - Anti-fraud, Bribery and Corruption Policy and Strategy (which includes gifts & hospitality)
- 1.4 This policy applies to all employees, agency workers and contractors working within the Council. Teachers and employees working in schools have their own local management and policies to follow.
- 1.5 Failure to declare or appropriately manage a conflict of interest may result in:
 - Disciplinary action, which may include dismissal.
 - Potential legal consequences.

2 Principles

- 2.1 Employees must openly disclose any actual, potential or perceived conflicts of interest as early as possible, ideally before entering any relevant arrangements.
- 2.2 Declarations of a conflict of interest should be handled sensitively and only shared with those who need to know to manage the conflict appropriately.
- 2.3 All decisions and actions must be made in the best interests of the Council, free from personal bias or undue influence.
- 2.4 Employees are responsible for identifying and managing conflicts of interest and for cooperating with any measures put in place to resolve them.
- 2.5 Processes for managing conflicts should be consistent, impartial and applied equally to all employees, regardless of role or seniority.

- 2.6 The Council should take proactive steps to identify and mitigate risks of conflicts of interest through clear policies & procedures and regular reviews.
- 2.7 All employees must comply with relevant laws, regulations and internal policies related to conflicts of interest.

3 Definition of Conflict of Interest

- 3.1 A conflict of interest occurs when an employee's private interests could improperly influence or appear to influence their ability to perform their official duties objectively and in the best interest of the Council.
- 3.2 The following are examples of conflict of interests; it is not an exhaustive list.
- An employee having an additional job that overlaps with their official duties, working hours or could impact their ability to carry out their duties for the council.
 - Awarding a contract to a business owned by a family member, close friend or someone known to you which could lead others to question your judgement on the award.
 - An employee participating in recruitment or procurement decisions involving someone they have a personal relationship with.
 - Using confidential information gained through their job for personal gain.
 - Personal relationships in the workplace
Accepting Gifts or hospitality (these must be declared on [HALO](#)). Please refer to the HALO ticket and Anti-fraud, Bribery and Corruption Policy and Strategy (which includes gifts & hospitality)

Further examples can be found at Appendix A.

- 3.3 Conflicts of interest can be classified as:
- Actual - where a real conflict exists.
 - Perceived – where there is the potential for a conflict to exist or it could appear that a conflict exists, even if it does not.
 - Potential - where a conflict could arise in the future.

4 Declarations of Interests

- 4.1 All employees must adhere to the following:
- Declare any actual, perceived or potential conflict of interests as soon as it arises.
 - Complete a [Declaration of Interest](#) on HALO. Where possible, conflicts of interest should be identified, declared and approved prior to entering into any relevant arrangements or commitments.

- Update declarations if circumstances change during the course of employment.

- 4.2 As part of the pre-employment checks, all new employees are required to provide details of any potential Conflict of Interests. If a conflict of interest is disclosed, the Onboarding and Compliance Team will notify the recruiting manager so that the procedure outlined in Section 5.1 can be followed and the details will be recorded in the Register of Conflicts of Interest. New employees should declare any personal relationships with other employees of Haringey council, contractors or councillors.
- 4.3 Agency workers and contractors are required to complete a Declaration of Conflict of Interest as part of the application process. Recruiting Managers must review the application documents submitted via the Matrix system for potential agency workers. If a preferred candidate has declared a conflict of interest, Matrix will notify the recruiting manager and the [HR Matrix Contract Team](#). The recruiting manager must discuss the declaration with their Head of Service and an informal discussion should take place between the worker, the line manager and Head of Service. If the declaration raises concerns, the recruiting manager must discuss with the Senior Employee Relations Specialist before a decision is made regarding the offer of a contract. Information on declared conflicts of interest by agency workers can be accessed through reports generated by Matrix.
- 4.4 Employees should provide any potential declarations of interest as they arise and reminder communications are issued. Employees on Senior Manager terms and conditions will be required to complete a new Declaration of Conflict of Interest form every two years. Any declared interests are recorded in the Conflicts of Interest register.

5 Managing Conflicts of Interest

- 5.1 Once a conflict of interest has been declared by:
- a new starter, the recruiting manager will be informed by the Onboarding & Compliance team
 - an employee, the employee's manager will receive a notification for approval on HALO

The recruiting /employee's manager may wish to consult with Employee Relations Team in the first instance. The employee's manager will review, approve or decline, the Conflicts of interest will also be recorded in the Conflicts of Interest register.

6 Identifying a Conflict of Interest

- 6.1 Informal Resolution
- 6.1.2 If an actual or potential conflict of interest arises, employees must inform their manager immediately and add to HALO, [Declaration of Interest](#). Reasonable steps

must be taken to prevent or mitigate the conflict, which may include resigning from external positions or ceasing conflicting activities. The manager will review the conflict, liaise with the Employee Relations Team in the event there are concerns and then confirm the outcome (approval/ otherwise) on HALO.

6.1.2 If unresolved, a meeting may be held to agree on next steps. Temporary measures including restrictions on outside work may apply until a resolution is reached.

6.2 Formal Resolution

6.2.1 If an employee or associated person gains an improper advantage, the matter will be fully investigated as a potential disciplinary offence, in line with the Council's Disciplinary policy, and where relevant, the Anti-Fraud and Corruption Policy and the Code of Conduct policy.

6.2.2 In the event the situation involves an agency worker the [HR Matrix Contract Team](#) must be informed before a contract is ended. It may be necessary for HR to inform the agency worker's agency of the conflict.

7 Ongoing monitoring

7.1 On a quarterly basis, the conflict of interest register will be reviewed by the Employee Relations Team. Where necessary, conflicts will be investigated as appropriate.

7.2 Conflicts of interest will be reported to Statutory Officers Group at least annually.

8 Confidentiality

8.1 All information will remain confidential. Access to the Register will only be granted with the Chief People Officer's approval and only where a legitimate, lawful reason exists.

9 Penalties for Non-Disclosure

9.1 The Bribery Act 2010 makes it an offence to offer or accept advantages related to Council business. The Local Government Act 1972 (section 117) requires employees to declare any financial interests in Council contracts.

9.2 Breaches of these laws may result in criminal prosecution.

10 Further References

Code of Conduct Policy

Disciplinary Policy

Whistleblowing Policy

Anti-fraud, Bribery and Corruption Policy and Strategy (which includes gifts & hospitality)

Appendix A - Examples of Conflict of Interest

The following are examples of situations that may cause actual or potential conflict of interest, this list is not exhaustive:

- An employee involved in reviewing and approving grant applications for local voluntary groups must declare a conflict of interest if they also hold a financial or decision-making role, such as Treasurer, in a Haringey-based group applying for a council grant. In such cases, the employee must inform their line manager and complete [Declaration of Interest Form](#).

If the voluntary organisation is based outside Haringey, no conflict arises, as grant applications are managed by a different authority.

- If an agency worker is responsible for processing invoice payments and also works for a local company providing services to the council, a conflict of interest arises if they are required to authorise payments to that company. This must be declared immediately.
- If an employee's spouse is elected Chair of Governors at a Haringey maintained school and the employee works in Haringey's Governing Body team, this must be declared to their line manager and a [Declaration of Interest](#) completed. If the school is outside Haringey or is an Academy, no declaration is required as there is no conflict.
- If a family member of an employee joins the council, either as an employee or agency worker, and is placed in a team managed by the employee, this creates a conflict of interest. The employee must notify their manager and complete a Declaration of Interest form. They must not be involved in the family member's recruitment, appraisal, or any employment-related decisions. The manager may choose to reassign the worker to another team or end their contract.
- When a close personal relationship develops between a manager and an employee (or between any other manager and an employee) the senior manager must assess the situation. This includes considering alternative line management arrangements and evaluating any potential operational challenges that may arise, along with strategies for effectively managing them.
- If an employee requests to undertake additional work on two evenings per week, the request may be considered, provided that the combined total hours worked across both roles does not exceed 48 hours per.
- An employee is contracted to work 30 hours per week for Haringey Council and it is identified that they are also contracted to work 20 hours per week at another council. This would lead to an investigation which could be carried out under section 9 of the disciplinary policy and a referral made to the fraud team.

Document Control

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V 1	September 2025	New policy, using agreed process for policy revision.	YN

Menopause at Work Policy and Guidance

Version 1
September 2025

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1 Introduction

- 1.1 Haringey Council is committed to fostering an inclusive and supportive environment where everyone can feel valued, respected and be able to thrive throughout every stage of their working life. The purpose of this policy is to ensure all employees, non-binary, transgender and intersex employees are effectively supported when experiencing significant hormonal changes.
- 1.2 It is important to acknowledge and support colleagues who may be affected by menopause, recognising its potential impact on wellbeing and working life.
- 1.3 Menopause is a natural stage of life, however for some, the transition and associated symptoms can have a significant impact. The Council acknowledges that Menopause can impact an employee's physical, mental and emotional wellbeing and is committed to raising awareness, eliminating stigma and ensuring reasonable adjustments are available to support affected employees.

2 Principles

- 2.1 This policy applies to all Council employees except for teachers directly employed by the council and all employees appointed by schools operating under local management of schools, which have their own policy. The policy does not apply to agency workers or contractors working in the Council.
- 2.2 The policy provides support for all employees, non-binary, transgender and intersex employees who are experiencing symptoms of menopause and help line managers and colleagues understand how they can support employees experiencing such symptoms.
- 2.3 This policy aims to:
 - Promote a greater understanding of menopause, building a supportive and inclusive workplace.
 - Create an environment where people feel confident enough to raise symptoms, ask for support and where appropriate, discuss reasonable adjustments.
 - Increase managers and colleagues' awareness of the support mechanisms available.

3 The Law on Menopause

- 3.1 **Health and Safety at Work Act 1974:**

- 3.1.1 Section two of the Health and Safety at Work Act 1974 requires employers to ensure the health and safety and welfare at work of all employees which places a duty on employers to make workplaces suitable for all employees.

3.2 **The Equality Act 2010:**

- 3.2.1 The Equality Act 2010 provides employees with protection against discrimination related to protected characteristics.
- 3.2.2 Whilst menopause is not a specific protected characteristic under the Equality Act 2010, if an employee is put at a disadvantage and treated less favourably because of their menopause symptoms, this could be discrimination if related to a protected characteristic, e.g., age, sex, disability or gender reassignment.
- 3.2.3 This means that employers have a legal duty to make reasonable adjustments and ensure that employees experiencing menopause are not subjected to discrimination, harassment or victimisation.

3.3 **The Employment Rights Bill 2024:**

- 3.3.1 The Employment Rights Bill 2024 has strengthened workplace protections by requiring large employers to publish Equality Action Plans showing the steps employers are taking in relation to gender equality matters, of which support for employees going through the menopause is specifically required.
- 3.3.2 This provision aims to promote a more inclusive and supportive work environment for employees experiencing menopause-related issues.

4 **Definitions**

4.1 **Pre-menopause**

- 4.1.1 The stage before any noticeable menopausal changes occur. Hormone levels are generally stable, and menstrual cycles are regular, though some early symptoms may begin to appear.

4.2 **Peri-menopause**

- 4.2.1 Peri-menopause is the transitional phase leading up to menopause, during which hormone levels begin to fluctuate. This stage can begin at different points in a person's life and is often when individuals first experience menopausal symptoms. The nature and timing of peri-menopause vary widely, and recognising this diversity is important in providing appropriate support.

4.3 **Menopause**

- 4.3.1 Defined as the point in time when a person has not had a menstrual period for twelve (12) consecutive months due to the decline in oestrogen levels. Menopause, and associated symptoms, is best understood as a transition rather than a single event, as symptoms often begin before and continue after this point.

4.4 **Post-menopause**

- 4.4.1 This is the stage following menopause, begins one year after the final menstrual period and continues for the rest of an individual's life. During this phase menopausal symptoms may ease or persist, there is an increased risk of certain health issues such as osteoporosis and cardiovascular disease.

4.5 Early, Surgical or Medically induced Menopause

- 4.5.1 Some people may experience menopause earlier than average or as a result of medical treatment (such as chemotherapy or radiotherapy) or surgical intervention (such as hysterectomy). These forms of menopause can happen at any age and may bring additional challenges, the Council recognises the need for sensitive and tailored support in these circumstances.

5 **Symptoms of Menopause**

- 5.1 Menopause affects everyone differently. While some may experience few or no symptoms, others can have symptoms that have a significant effect on them.

- 5.2 A list of common symptoms includes, but not limited to:

- Hot flushes
- Night sweats
- Difficulty sleeping
- Mood changes, low moods, anxiety or panic attacks
- Muscle and joint stiffness
- Feelings of depression
- Struggling to remember things, concentrate or focus
- Headaches including migraines
- Skin irritation or dry eyes
- Irregular or heavy periods

Further information on menopause, symptoms and treatment options can be found at appendix B.

- 5.3 Symptoms last on average for seven (7) years and can be both physical and psychological. Some people may experience longer-term symptoms beyond seven (7) years.

6 Making Supportive Adjustments During the Menopause

- 6.1 The type and level of support will depend on the severity of the symptoms and impact on the employee. Making adjustments is one way in which employees can be supported.
- 6.2 Employees are encouraged to speak directly with their line manager regarding any menopause-related concerns, as they are best positioned to provide appropriate support and facilitate any necessary workplace adjustments. However, if an individual feels uncomfortable doing so, they may seek guidance from a senior manager within their area, the Employee Relations team, Council's staff networks or Trade Unions. It is important to note that, in order to implement suitable adjustments and support measures, line managers will still need to be informed.

7 Types of Adjustments

7.1 Reasonable adjustments (legal duty)

These are changes employers must make under the Equality Act 2010 for disabled employees or applicants. They must be effective and feasible to be considered 'reasonable'. If the symptoms of menopause have a substantial and long-term adverse effect on an employee's ability to carry out normal day-to-day activities, it could therefore be considered a disability under The Equality Act, this would fall within our legal duty to make reasonable adjustments. Further details on reasonable adjustments can be found on the [Reasonable Adjustments Hub](#).

7.2 Workplace adjustments

These are supportive changes we can make for employees who are not disabled but who are facing barriers or challenges at work. For example, bereavement, caring responsibilities, or employees experiencing less severe symptoms of menopause.

8 Discussing Adjustments

- 8.1 The council has created a '[Reasonable Adjustments and Wellbeing Passport](#)'. This is a tool to support productive conversations between employees and managers about any barriers or challenges they may be experiencing and to record any agreed outcomes.
- 8.2 Managers and employees should arrange a time to talk through the Reasonable Adjustments and Wellbeing Passport. Manager guidance on having supportive conversations can be found in [here](#).

9 When is an adjustment 'reasonable'?

9.1 Managers must carefully consider, in each case, if the adjustment:

- will remove or reduce the disadvantage
- is practical to make
- is affordable
- could harm the health and safety of others if not implemented

Further information can be found in [here](#).

9.2 If unsure, managers should use the '[Deciding if an adjustment is reasonable](#)' form which can be found on the [Reasonable Adjustments Hub](#).

10 Support During the Menopause

10.1 Haringey Council is committed to providing comprehensive support for employees who are experiencing the menopause. This support includes but is not limited to the following:

10.1.1 Occupational Health

In the event an employee is on long term sickness, a referral must be made to Occupational Health. If menopause is known to be contributing to the absence, this will be included in the referral document so that further advice can be given.

10.1.2 Employee Assistance Programme

Employees affected by menopause 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. They also offer free and confidential legal advice to employees who need guidance on their rights and options during menopause.

10.1.3 Trade Union Support

Trade Unions can provide advice to employees experiencing symptoms or provide support during formal proceedings related to menopause. Further information can be found [here](#).

10.1.4 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](#).

11 Further Resources

- 11.1 CIPD's Menopause guidance for managers
www.cipd.org/uk/knowledge/guides/menopause-people-manager-guidance/
- 11.2 Women's Health Concern
www.womens-health-concern.org/
- 11.3 British Menopause Society
www.thebms.org.uk
- 11.4 Henpecked
www.henpicked.net
- 11.5 NHS Menopause Guidance
<https://www.nhs.uk/conditions/menopause/>

12 Further References

Sickness Absence Policy
Flexible Working Policy
Annual Leave and Time Off Policy

Appendix A - Manager and Employee Responsibilities

No.	Manager Responsibility	Employee Responsibility
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1	Familiarise themselves with this policy and relevant information.	Familiarise themselves with this policy and relevant information.
2	Contribute to creating a supportive work environment and culture by having open, confidential conversations with employee.	Contribute to creating a supportive work environment and culture by having open, confidential conversations with manager.
3	Review the Reasonable Adjustments Hub to equip themselves with the skills and knowledge to support employees with adjustments if necessary.	Review the Reasonable Adjustments Hub to equip themselves with the knowledge to request adjustments if necessary.
4	Carefully consider any requests for reasonable adjustments, taking a flexible approach, following policies and guidance documents and consult with Employee Relations team or EDI Lead if necessary.	Work together with managers, Employee Relations team, and EDI to carefully consider reasonable adjustments to support the working environment.
5	Record support and adjustments that have been agreed and actions to be implemented. Review the agreed support regularly and store confidentially.	Agree any recorded support and adjustments. Be willing to have these reviewed regularly to ensure they are still effective and reasonable.
6	Signpost employees to internal and external support services.	Be willing to engage with internal and external support services to support and manage symptoms.

Appendix B - Information on Menopause

The Four Stages of Menopause

There are **four key stages** in the menopause journey:

1. Pre-menopause

The stage before any noticeable menopausal changes occur. Hormone levels are generally stable and menstrual cycles are regular, though some early symptoms may begin to appear.

Pre-menopausal symptoms may include:

- Cramps
- Anxiety
- Mood swings
- Irritability
- Nausea
- Breast tenderness

2. Peri-menopause

Perimenopause is when you have symptoms of menopause, but your periods have not stopped. Ovarian hormone production becomes erratic, leading to a wide range of symptoms:

- Irregular periods
- Hot flushes and night sweats
- Mood swings and tearfulness
- Vaginal dryness and changes in libido
- Sleep disturbances
- Fatigue
- Memory issues (“brain fog”)
- Headaches
- Joint and muscle stiffness
- Weight gain
- Palpitations

3. Menopause

Menopause is officially diagnosed when a person has gone 12 months without a period. The average age in the UK is around 51, but can often occur earlier due to:

- Natural aging
- Medical treatments (e.g., chemotherapy, radiotherapy)
- Surgical interventions (e.g., hysterectomy)
- Gender-affirming hormone therapy

4. Post-menopause

This stage begins the day after menopause and continues for the rest of life. While some symptoms may ease, others may persist, or new health risks may emerge due to low hormone levels:

- Osteoporosis
- Cardiovascular disease

- Urinary tract infections
- Vaginal atrophy
- Incontinence

Treatment and Support Options

Not everyone will need treatment, but support is available for those who do. The 2024 NICE guidelines emphasise individualised care and informed decision-making:

Medical Treatments:

- **Hormone Replacement Therapy (HRT):** a treatment that replaces oestrogen and/or progesterone that your body no longer produces. It's available as tablets, patches, gels, sprays, or vaginal preparations. Benefits include symptom relief and protection against osteoporosis.
- **Non-Hormonal Medications:** such as antidepressants or other medications may help with hot flushes, mood changes, or sleep issues.
- **Vaginal Oestrogen:** can come in different forms such as creams, tablets, rings, or gels to treat dryness and discomfort, and can be used long-term, even with systemic HRT.
- **Cognitive Behavioural Therapy (CBT):** has been shown to reduce hot flushes, night sweats, anxiety, and sleep issues. It is often recommended as an alternative or complement to HRT.

Lifestyle and Self-Help Strategies

- **Healthy Diet:** Balanced nutrition supports bone health and energy levels.
- **Regular Exercise:** Helps with mood, sleep, weight, and bone strength.
- **Hydration:** Drinking water, especially chilled, may ease hot flushes.
- **Natural Fibres:** Wearing breathable clothing can help manage temperature changes.
- **Mindfulness & Relaxation:** Techniques like yoga, meditation, and walking can reduce stress.
- **Peer Support:** Workplace walking or cycling groups can foster connection and shared understanding.
- **Avoid Smoking & Limit Alcohol/Caffeine:** These can worsen symptoms.

Appendix C - Manager Guidance on Supportive Conversations

Managers play a vital role in fostering an inclusive and supportive workplace culture. This includes being prepared to have meaningful conversations with employees about their needs related to Equality, Diversity, and Inclusion (EDI), disability and wellbeing.

Supportive conversations should be conducted in a safe, private and respectful environment. Managers are encouraged to:

- actively listen
- show empathy
- avoid assumptions
- allow the employee to lead the discussion based on their experience
- remain open to learning about individual experiences and needs
- take a flexible approach to adjustments
- carefully consider all requests for adjustments

The Reasonable Adjustment and Wellbeing Passport can be used as a helpful framework to guide these discussions and document agreed-upon support measures. Managers are encouraged to familiarise themselves with the passport, guidance documents and resources ahead of any conversation to ensure they are equipped to provide meaningful support.

When supporting employees experiencing menopause, it is important for managers to consider the intersectionality of other protected characteristics such as disability, ethnicity and gender reassignment. These overlapping personal characteristics can compound the impact of menopausal symptoms and influence how employees experience and access support in the workplace. For example, cultural beliefs, health disparities, or gender identity may affect how someone communicates their needs or engages with available resources. Taking an inclusive and person-centred approach helps ensure that all staff feel seen, supported, and respected.

Document Control

Key Information	
Title	Menopause at Work Policy and Guidance
Document Type	Policy
Document Status	Draft
Author	Wellbeing and Engagement Co-Ordinator

Owner	Head of Employee Relations, Business Partners and Reward
Contact	Employment Practice Manager
Approval Body	General Purposes Committee
Date of Publication	
Review Date	

Revision History			
Version	Date	Summary of Changes	Name
V1	September 2025	New policy, using agreed process for policy revision.	BS

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MINUTES OF THE MEETING Appointments Panel HELD ON Tuesday, 22nd July, 2025, 12pm – 12.35pm

PRESENT:

Councillors: Peray Ahmet (Chair), Zena Brabazon and Marsha Isilar-Gosling

ALSO ATTENDING: Ann Graham, Sunny Rana, Ayshe Simsek

19. FILMING AT MEETINGS NOTICE

The notice of filming at meetings was noted by attendees.

20. APOLOGIES FOR ABSENCE

Councillor Brabazon, Cabinet Member for Children's, Schools and Families substituted for Cllr Carlin, Cabinet Member for Finance and Corporate Resources in accordance with the requirements of the terms of reference of the Panel set out in the Council's Constitution, Part 3 Section B sub paragraph 10e.

21. URGENT BUSINESS

There were no items of urgent business.

22. DECLARATION OF INTEREST

There were no declarations of interest put forward.

23. FIXED TERM APPOINTMENT TO THE POST OF DIRECTOR OF SAFEGUARDING AND SOCIAL CARE

The report was seeking approval from the Appointments Panel to appoint to the post of Director of Safeguarding and Social Care on a Fixed-Term Contract (FTC), without undertaking the standard full recruitment process for a permanent executive-level appointment.

Following consideration of the exempt information, the Panel,

RESOLVED

1. To approve a proposed direct appointment on a Fixed-Term Contract basis to the individual named in the exempt minutes to undertake the role of Director of Safeguarding and Social Care without following the full permanent recruitment

process, in recognition of the urgent operational need and recent unsuccessful recruitment outcome.

2. To agree that the fixed-term arrangement provides time and service continuity while a refreshed strategy for permanent recruitment is developed.
3. To approve the Fixed-Term Contract for a period of up to 12 months, providing service continuity and time to plan for a revised permanent recruitment approach.
4. To agree proposed salary for the FTC role will fall within the Council's HB1 pay band (£112,202 – £130,185), and to delegate decision on the final spinal point to the Corporate Director for Children's Services, in consultation with the Chief Executive and Leader of the Council (Chair of the Appointments Panel)
5. To note that in accordance with the Part 4 Section K paragraph 4(c), the offer of appointment to a Director shall only be made where
 - (a) no objection has been made by any member of the Cabinet, or
 - (b) if any objection is made, the Appointments Panel has declared itself satisfied that the objection is not material or well-founded.
6. To agree that subject to (3.1) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.

Reason for decision

To fill a senior post in the Council's organisation structure which is responsible for leading the delivery of services within the accountabilities of the role.

The role is critical to safeguarding children and vulnerable families and requires stable leadership.

The Council has already undertaken a permanent recruitment campaign without success. A full rerun of the process at this time would not be value for money.

This FTC offers a pragmatic and cost-effective solution.

Alternative options considered

To fill this role on a temporary basis. However, this would not be as cost effective nor offer the service the stability that of a fixed term appointment.

24. NEW ITEMS OF URGENT BUSINESS

None

25. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as items 8 to 9 contained exempt information as defined under paragraphs 1 and 2, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to an individual.

Information likely to reveal the identity of an individual

26. EXEMPT FIXED TERM APPOINTMENT TO THE POST OF DIRECTOR OF SAFEGUARDING AND SOCIAL CARE

As per the exempt minutes.

27. EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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