

NOTICE OF MEETING

AGENDA FOR THE GENERAL PURPOSES COMMITTEE

Woodside Room, George Meehan House, N22 8JZ on Monday, 6th July, 2026, 7.00 pm - George Meehan House, 294 High Road, N22 8JZ.

Watch the [meeting live](#), or view all of our meetings on [Youtube](#)

Members of the public are welcome to attend this meeting. If you wish to speak at the meeting please register by emailing the Democratic Services Officer. Contact details can be found at the end of the agenda front sheet.

Elected Members: Dawn Barnes (Vice-Chair), Ash Ahmed, Michael Brookes (Chair), Makbule Gunes and Dan Johnson

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 22 January 2026 as a correct record.

7. PEOPLE REPORT (PAGES 5 - 10)

Report of the Chief People Officer.

8. HR POLICIES (PAGES 11 - 70)

Report of the Chief People Officer.

9. NEW ITEMS OF URGENT BUSINESS

To note any urgent business (if any).

10. DATE OF THE NEXT MEETING

The next meeting is currently scheduled for 5 March 2026.

Democratic Services Contact: Richard Plummer, Committees Manager
Telephone: 020 8489 4319
Email: richard.plummer@haringey.gov.uk

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

Friday, 26 June 2026

Public Questions

Any resident, council tax payer or national non domestic rate payer of the Borough may ask the Chair of any Committee or its sub bodies any question on anything for which the Committee is responsible at any ordinary meeting. Notice of questions must be given in writing to the Democratic Services Manager by 10 a.m. on such day as shall leave three clear days before the meeting (e.g. Tuesday for a meeting on the following Monday). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

Deputations

A deputation may only be received by a Committee or its sub bodies if a requisition signed by not less than ten residents of the Borough, stating the object of the deputation, is received by the Democratic Services Manager not later than 10am to leave three clear days prior to the Committee meeting.

Accessibility Requirements

If you would like to attend and you have any special requirements, please email Richard Plummer, Committees Manager at richard.plummer@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests

Information on declaring an interest is set out in the Council's Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.

If you need advice, you can contact:

- Monitoring Officer
- the Legal Adviser to the Committee; or
- Democratic Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

**MINUTES OF THE General Purposes Committee HELD ON
Thursday, 22nd January, 2026, 7.00 - 7.21 pm**

PRESENT:

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

60. FILMING AT MEETINGS

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

RESOLVED:

That the filming procedure was noted.

61. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Paton, Barnes and Ali

Councillor Amin substituted for Councillor Ali.

62. URGENT BUSINESS

There was none.

63. DECLARATIONS OF INTEREST

There were none.

64. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

65. MINUTES

The minutes of the previous meeting, 9 October 2025, were discussed.

RESOLVED:

The minutes of the previous meeting, 9 October 2025, were agreed as a true and accurate record of proceedings.

66. PEOPLE REPORT

The Head of Head of Employee Relations, Business Partners & Reward introduced the report.

It was explained that the workforce had increased slightly from the previous report and there had been an increase in pay of 3.7%, which was mainly due to increase in pay in April 2025.

It was noted there was a reduction in hours of agency workers. The Council continued to seek to reduce agency staff numbers.

General staffing updates were highlighted from the report, including recruitment of additional apprentices.

Following questions from Councillors, the following points were shared:

- It was explained that sickness figures had decreased generally per person across the workforce. However, it was noted that HR had been proactively managing sickness more.

RESOLVED:

That the Committee:

1. Noted the report

67. HR POLICIES

The Head of Head of Employee Relations, Business Partners & Reward introduced the report.

The proposed changes to the Job Evaluation Policy, Induction Policy, Recruitment Policy were outlined. The Pay Policy Statement for 2026/27 was also outlined, for recommendation to Full Council.

It was explained that all policies were developed in collaboration with HR, Unions and colleagues across the Council to develop best practice, as well as worked to ACAS best practice guidelines.

Following questions from Councillors, the following points were shared:

It was explained that there was good guidance to support apprentices at the end of their apprenticeship to support them in applying for posts, and that there was the opportunity for internal only advertisements for apprenticeships to prioritise them. However, it was stressed there were frameworks to ensure fairness in recruitment.

RESOLVED:

That the Committee:

1. Approved the changes to the Job Evaluation Policy and Induction Policy.
2. Approved the changes to the Recruitment Policy as outlined at section 6.5 of this report.
3. Approved and remitted the Pay Policy Statement 2026/27 for endorsement by Full Council on 2nd March 2026.

68. NEW ITEMS OF URGENT BUSINESS

There were none.

69. DATE OF THE NEXT MEETING

The date of the next meeting was noted. It was explained that it was not expected that there would be scheduled business, and unless that changed before the next meeting, the Committee agreed to cancel the following meeting.

CHAIR: Councillor Cressida Johnson

Signed by Chair

Date

This page is intentionally left blank

Report for: General Purposes Committee – 6 July 2026

Item number: 7

Title: People Report March 2026

Report authorised by: Dan Paul, Chief People Officer

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

Ward(s) affected: N/A

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

1. Describe the issue under consideration

1.1 The 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

2.1 Not applicable.

3. Recommendations

3.1 The report is for information and for the Committee to note.

4. Reason for Decision

4.1 Not applicable.

5. Alternative Options Considered

5.1 Not applicable.

6. Background information

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

6.2 People Report Headlines

- 6.2.1 During this reporting period, the Council's established workforce has remained broadly stable. Headcount increased slightly from 3,729 to 3,731, contributing to a 0.3% increase in the pay bill. The growth in the established workforce that has occurred over the reporting period shown in Appendix A has reduced significantly between December 2025 and March 2026.
- 6.2.2 Agency worker usage has remained broadly stable over the 9-month period from June 2025 to March 2026, showing a small increase. The intervening period shows some increases and decreases. This is partly due to some months being 5 week months for the purposes of agency staff payments (June 2025 and March 2026 were both 5 week months). December is always a lower spend month due to the Christmas season and the requirement for most agency workers to take a two week break over this period. The Council will continue to closely monitor agency usage and will seek to reduce reliance on this workforce where feasible. However, this type of workforce remains essential in addressing short term capacity gaps, managing fluctuations in workload and providing cover while permanent recruitment processes are underway, ensuring the continued delivery of critical services to residents.
- 6.2.3 The trend for higher paid agency workers (£500+ per day) shows a similar pattern, albeit with proportionally a higher increase in FTE and spend over the reporting period.
- 6.2.4 The overall total workforce continues to increase, albeit with a reduction in the period June-September 2025. That reduction was entirely due to a reduction in agency workers over that period.
- 6.2.5 During the last rolling year period 50% of new employees were aged under 40 years old, a decrease of 1% since the previous rolling year. However, 34% of leavers were also from this age group, a decrease of 1% when compared to the previous rolling year period. This indicates that the proportion of younger employees joining and leaving the Council remains broadly stable. The proportion of employees leaving for reason of redundancy has more than halved over the reporting period. The number of starters in the rolling year has reduced as the insourcing of Fusion (c.120 employees) has fallen out of the calculation time period.
- 6.2.6 During the period of December 2025 to March 2026 the Council has had 18 existing employees start a new apprenticeship. The overall number of apprenticeships in progress has decreased slightly due to more apprenticeships ending than starting in the period. The vast majority of employees undertaking apprenticeships are existing employees taking a qualification course, rather than newly recruited apprentices.

7. Contribution to strategic outcomes

- 7.1 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.
- 7.2 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

8.1.1 This report recommends Committee to note the changes in the workforce from December 2025 to March 2026. 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

8.2.1 The Director of Legal & Governance has been consulted in the preparation of this report and has no legal comments as this report is for information purposes only.

9 Use of Appendices

Appendix A - People Report (March 2026)

10 Local Government (Access to Information) Act 1985

Not applicable.

This page is intentionally left blank

People Report

March 2026

Appendix A



Measure	Data Period	Reporting Period					% Change
		Jun 2025	Sep 2025	Dec 2025	Mar 2026	Status	Dec 2025 to Mar 2026
Established Workforce							
Headcount	M	3688	3708	3729	3731	↑	0.1
FTE	M	3386.0	3414.3	3432.0	3442.6	↑	0.3
Cost base pay - monthly (£000)	M	£12,678,955	£13,145,759	£13,371,512	£13,404,988	↑	0.3
Cost base pay - annualised (£000)	M	£152,147,465	£157,749,110	£160,458,144	£160,859,856	↑	0.3
Average cost per FTE (£000)	M	£44,934.3	£46,202.5	£46,753.5	£46,726.3	↓	-0.1
Off Payroll Workforce - Agency (from June 2023 excludes £500+)							
Headcount	M	357	322	338	366	↑	8.3
FTE	M	276.0	262.3	232.4	287.9	↑	23.9
Cost - monthly (£000)	M	£1,891,982	£1,452,933	£1,323,083	£1,954,524	↑	47.7
Cost - annualised (£000)	M	£22,703,784	£17,435,191	£15,877,000	£23,454,292	↑	47.7
% Agency of total workforce	M	8.6	8.3	7.3	8.9	↑	22.6
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	56	53	55	58	↑	5.5
FTE	M	43.4	45.3	37.2	49.7	↑	33.4
Cost - monthly (£000)	M	£689	£579	£465	£816	↑	75.6
Cost - annualised (£000)	M	£8,269,188	£6,942,811	£5,576,355	£9,794,439	↑	75.6
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	4101	4083	4122	4155	↑	0.8
FTE	M	3705.4	3721.9	3701.6	3780.2	↑	2.1
Cost - monthly (£000)	M	£15,260,036	£15,177,259	£15,159,292	£16,175,716	↑	6.7
Cost - annualised (£000)	M	£183,120,437	£182,127,112	£181,911,499	£194,108,587	↑	6.7
Leavers							
Headcount	RY	390	377	359	363	↑	
FTE	RY	354.3	338.3	326.4	328.7	↑	
% Resignation/ Retirement	RY	75	76	72	75	↑	
% TUPE	RY	0	0	0	0	→	
% Redundancy	RY	9	7	8	4	↓	
% Other	RY	15	17	20	21	↑	
No. Leavers Aged <40	RY	124	133	117	123	↑	
Starters							
Headcount	RY	600	604	567	480	↓	
FTE	RY	572.8	571.5	529.3	455.5	↓	
% Permanent appointments	RY	68	70	71	69	↓	
% Fixed term appointments	RY	32	30	29	31	↑	
% Temporary appointments	RY	0	0	0	0	→	
No. New Starters Aged <40	RY	298	314	291	242	↓	

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 2026

Appendix A

Measure	Data Period	Reporting Period				% Change
		Jun 2025	Sep 2025	Dec 2025	Mar 2026	
Sickness Absence						
Sickness rate (average days)	RY	10.4	10.6	10.3	10.2	↓
Long term sickness rate (20+ days)	RY	7.8	7.9	7.7	7.9	↑
Short term sickness rate (<20 days)	RY	2.7	2.7	2.6	2.3	↓
Apprentices						
Adults, Housing & Health	M	57	47	58	56	↓
Children's Services	M	23	32	40	37	↓
Culture, Strategy & Communities	M	14	24	33	32	↓
Environment & Resident Experience	M	19	27	29	27	↓
Finance & Resources	M	13	13	36	35	↓
No. Apprentices	M	126	143	196	187	↓

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 - 6 July 2026

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

- 1.1 The report sets out the changes to the Annual Leave and Time Off Policy, Probation Policy, Recruitment Policy and Sabbatical Policy, 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

- 2.1 Not applicable.

3 Recommendations

- 3.1 That the Committee consider and approve the changes to the Annual Leave and Time Off Policy, Probation Policy, Recruitment Policy and Sabbatical Policy.

4 Reason for Decision

- 4.1 Review of policies is done on a cyclical 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. Additionally, to ensure that the policies comply with the Council's statutory obligations enacted by the Employment Rights Act 2025.

5 Alternative Options Considered

- 5.1 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 both managers and employees.

- 6.2.2 The policies have been drafted with ACAS best practice, any legal/ statutory requirements and the Council's local requirements.
- 6.2.3 The 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, Annual Leave and Time Off Policy has been updated as follows:
 - 6.3.1 Section 4, *Annual Leave Entitlement*, sets out how annual leave entitlement is calculated and applied across the different employee groups
 - 6.3.2 A new section, *Annual Leave Record Keeping*, has been introduced at section six (6) to reflect the new statutory requirement by setting out the Council's arrangements for recording, retaining and managing annual leave and holiday pay data. From 6th April 2026, the Employment Rights Act introduced a new legal duty which requires employers to keep records of annual leave and holiday pay for a minimum of six (6) years. This requirement is intended to improve transparency, enable effective enforcement and ensure employers can evidence compliance with statutory annual leave and holiday pay obligations over the full legal claims period.
 - 6.3.2 A new section, *Refusal of Annual Leave Requests*, has been introduced at section seven (7) to ensure that annual leave requests are managed consistently, fairly and transparently across the Council, while maintaining the effective delivery of services. It provides a clear framework for managers to balance operational requirements with employees' entitlement to take leave and ensures that any refusals are reasonable, evidenced and communicated appropriately. This will help support good workforce planning, fairness in decision making and employee wellbeing, while reducing the risk of inconsistency or challenge.
- 6.4 The Probation Policy has also been updated as follows:
 - 6.4.1 The probation policy has been updated to take in to account the changes to the Employment Rights Act, specifically with regard to employment rights being effective at the six (6) months service point (previously it was 2 years). This means any dismissal over six (6) months needs to fall under one of the five (5) fair reasons for dismissal with a thorough disciplinary/ capability process. The changes make the probation period four (4) months, with the option to extend by a maximum of six (6) weeks to ensure this is within the six (6) month period. This is in line with London councils recommendations.
- 6.5 The Recruitment Policy has also been updated as follows:
 - 6.5.1 The wording of the policy has been refined to improve clarity, consistency and ease of understanding. In addition, key processes have been reviewed and updated to reflect current practice, including the recruitment approval process. These changes are intended to provide clearer guidance for managers and support a more efficient and compliant recruitment process.
- 6.6 The Sabbatical Policy has also been updated as follows:
 - 6.6.1 Employees can now apply for a sabbatical after three (3) years of service reduced from the previous requirement of five (5) years. The cap on the number of sabbaticals an employee

can take during their employment has been removed, however each sabbatical request remains subject to approval on a case by case basis.

- 6.6.2 The eligibility for applying for a sabbatical is restricted to employees on permanent contracts, in place of the previous inclusions of fixed term and temporary employees.
- 6.6.3 The restriction on incremental pay progression during sabbaticals has been removed to ensure alignment with employees' contractual terms and conditions and to promote consistency across the workforce.
- 6.6.4 The pensions information has been updated in line with regulatory changes relating to breaks in service.
- 6.6.5 The appeals process has been strengthened to include HR oversight in order to ensure consistency, fairness and compliance with the policy and employment legislation.
- 6.6.6 Guidance on return to work meetings has been added to provide a consistent approach, support employees in their transition back to work and ensure that expectations, wellbeing and any necessary adjustments are discussed.
- 6.7 Throughout this municipal year, we plan to submit the following policies in stages to committee for approval, as part of the HR Policies Forward Plan.
- Flexible Retirement
 - Flexible Working
 - Relocation Policy
 - Trans Equality Policy
 - Disclosure Barring Service Policy
 - Purchasing Additional Annual Leave
 - Essential Car User Allowance Criteria
 - Travel and Expense Policy
- 6.8 A summary of changes to policies can be found at Appendix A.

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

- 8.1.1 There are no direct financial implications arising from the contents of this report

8.2 Director of Legal and Governance

- 8.2.1 The Director of Legal and Governance has been consulted in the preparation of this report.

- 8.2.2 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.
- 8.2.3 Part 3, Section B of the Council's constitution sets out the role and remit of the Council's General Purposes Committee which includes the following: To approve all human resources policies including pay and grading structures, and changes to employees' terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme.

9 Use of Appendices

- Appendix A - Summary of policy changes
- Appendix B - Annual Leave and Time Off Policy
- Appendix C - Probation Policy
- Appendix D - Recruitment Policy
- Appendix E - Sabbatical Policy

10 Local Government (Access to Information) Act 1985

- 10.1 Not applicable.

Appendix A - Summary of policy changes

Policy	Previous	New	Reason for Change
Sabbatical Policy	Applicable to employees who are on a permanent, fixed term or temporary contract.	Applicable to permanent employees only.	Fixed term and temporary contracts are usually offered for a specific reason e.g. covering maternity or project work and are usually no more than 2 years.
	Allow employees to apply for and take a sabbatical every 5 years.	Allow employees to apply for and take a sabbatical every 3 years.	Based on benchmarking.
	Employee can take up to 3 sabbaticals during the course of their employment with the Council.	The cap on the number of sabbaticals an employee can take during their employment has been removed.	Based on benchmarking.
	Pensions information section	Pensions information updated	Based on pension regulation changes with effect from 1 st April 2026.
	Employees would not be entitled to incremental progression.	Employees would be entitled to incremental progression.	Based on terms and conditions.
	Director to review appeal and make final decision on sabbatical request.	Updated to include HR oversight in addition appeal being reviewed by Director.	To ensure consistency and fairness.
	Outcome issued within 3 weeks.	Outcome issued within 28 days.	In line with other HR policies.
	N/A	New process added to include a return to work meeting between the employee and manager.	To support employees in their transition back to work and ensure that expectations, wellbeing and any necessary adjustments are discussed.
	N/A	Overview of sabbatical process added at appendix A of the policy.	To outline the process in a concise, easy to follow way

Annual Leave and Time Off Policy	Annual Leave Entitlement covers new starters, leavers, part-time, job share, compressed and casuals worker.	New section added to annual leave entitlement to cover existing employees.	To provide clarity on the annual leave entitlement for the different employee groups.
	N/A	Guidance on record keeping has been included.	Change in legislation - Employment Rights Act.
	N/A	Guidance on the refusal of annual leave requests has been included.	To ensure that leave requests are managed consistently, fairly and transparently across the Council. This will also help support workforce planning, fairness in decision making and employee wellbeing.
Probation Policy	Employees subject to 6 month probationary period.	Employees subject to a 4 month probationary period which can be extended for a further 4 weeks in the event of any concerns regarding performance, conduct or ability to fulfil the role.	Change in legislation – Employment Rights Act. Employment rights effective at 6 months, previously 2 years.
	Managers are required to monitor performance and provide clear feedback to the new employee during each probation review meeting.	Meetings held with the employee during probation where performance is discussed, should be followed up in writing. If discussed within the formal probation meeting this must be recorded on the probation review document.	To clarify the requirement that managers are required to monitor and keep a record of performance.
	Employees who have completed a probationary period and are later redeployed or appointed into another role in the Council are not required to complete another probationary period.	Employees who have completed a probationary period within Haringey (including within Haringey community schools and voluntary controlled schools) and are later redeployed or appointed into another role in the Council are not required to complete another probationary period.	To clarify the application of probationary periods for employees working within Haringey community schools and voluntary controlled schools.

	Pregnancy and Probation section	Pregnancy and probation information has been updated.	To clarify that pregnancy-related sickness must not negatively affect probation decisions.
--	---------------------------------	---	--

This page is intentionally left blank

Annual Leave and Time Off Policy

Table of Contents

1	Introduction	4
2	Principles	4
3	Definition of Annual Leave	4
4	Annual Leave Entitlement	4
4.1	New employees	4
4.2	Existing Employees	5
4.3	Leavers	5
4.4	Part time, job share and compressed hours employees	5
5	Booking Annual Leave	6
6	Annual Leave Record Keeping	6
7	Refusal of Annual Leave Requests	6
8	Carry Over Leave	7
9	Purchasing Additional Annual Leave	7
10	Borrowing Annual Leave	7
11	Other Types of Leave	7
11.1	Compassionate Leave	7
11.2	Sick Dependents Leave	8
11.3	Carers Leave	8
11.4	Disability Leave	8
11.5	Study Leave	9
11.6	Court appearances	9
11.7	Medical Appointments and Screening	9
11.8	Special Leave	9
11.9	Unpaid Special Leave	10
12	Other Considerations	10
12.1	Employees on long term sickness	10
12.2	Employees on parental leave	10
12.3	Menopause	10
12.4	Volunteering	10
12.5	Employees on secondment	10
12.6	Employees on Sabbatical	10

12.7 Casual Workers and Term-time Contracts 11

12.8 External Disruptions 11

12.9 Industrial Action 11

12.10 Unauthorised Absence 11

12.11 Public Holidays 11

13 Public Duties 11

13.1 Jury Service 11

13.2 Reservists Duties 12

13.3 Other public duties 12

Document Control 13

Annual Leave and Time off Policy and Procedure

1 Introduction

- 1.1 This policy aims to ensure employees are aware of their annual leave entitlement and the options available to them for taking time off in emergency situations. The Council actively encourages employees to take their annual leave to support their wellbeing and maintain a healthy work-life balance.
- 1.2 Employees are expected to take regular breaks from work and to avoid accumulating excessive leave by the end of the leave year. The annual leave year runs from 1st April to 31st March on a twelve (12) month period.
- 1.3 This policy applies to all Council employees, except teachers directly employed by the Council. Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 The following principles set out the Council's commitment to managing annual leave and time off in a fair, consistent and transparent way that supports both employee wellbeing and effective service delivery:
 - Promote a healthy balance between work responsibilities and personal life.
 - Balance employee leave with the need to maintain service delivery and manage peak demand periods fairly.
 - Clearly set out entitlements, processes and approval requirements
 - To provide accessible guidance on all types of leave
 - Ensure accurate recording of leave

3 Definition of Annual Leave

- 3.1 Annual leave is paid time off work that an employee is entitled to take each year. It is a contractual and statutory benefit accrued over time and must be taken in accordance with this policy and operational requirements.

4 Annual Leave Entitlement

4.1 New employees

- 4.1.1 New employees who have previous local government service or an associated employer can count this service towards their annual leave entitlement except where there has been more than one (1) week break covering two consecutive Sundays.

4.1.2 If an employee starts partway through the leave year, their annual leave entitlement will be pro rata from their start date to 31 March, rounded to the nearest half day. The statutory and privilege days will also be pro rata.

4.2 Existing Employees

4.2.1 Employees who reach a length in service milestone will receive an increased annual leave entitlement from the start of the next leave year. For example, if an employee completes five (5) years of service in July, the additional leave will be applied from April of the following leave year.

4.3 Leavers

4.3.1 Employees leaving the Council will receive pro-rated annual leave based on their service during the leave year.

4.3.2 In the event an employee has exceeded their pro rata entitlement, the excess leave will be deducted from their final salary.

4.3.3 All outstanding pro rata annual leave should be taken before an employee's last day of employment. However, in exceptional circumstances, for example service needs, where this is not possible, payment in lieu may be made and must be signed off by the Head of Service.

4.4 Part time, job share and compressed hours employees

4.4.1 The annual leave entitlement including public holidays will be pro rata from the full time equivalent (FTE), rounded to the nearest half an hour for part time and job share employees.

4.4.2 For employees working compressed hours their annual leave entitlement, including public holidays, will be calculated in hours.

4.4.3 Public holiday entitlement for these employees must be considered when calculating leave as follows:

- If a bank or public holiday falls on a day a part-time, shift, or flexible/compressed employee would normally work, the usual working hours for that day should be recorded on the annual leave card and this will be deducted from the leave entitlement.
- If the bank or public holiday falls on a day they would not normally work, this does not need to be recorded on the annual leave card and no leave will be deducted.

4.5 Further information on annual leave entitlements for new employees, leavers, part-time employees, job share arrangements, compressed hours and working on a public holiday can be found [here](#).

5 Booking Annual Leave

- 5.1 Employees must request annual leave through their manager and receive approval before taking time off; failure to do so may mean the absence is treated as unauthorised and could lead to disciplinary action.
- 5.2 Requests should be made at least twice as far in advance of the leave requested. For example, an employee requesting five (5) days leave should provide 10 working days' notice. All requests should also take into account operational needs and provide reasonable notice based on service requirements at the time.
- 5.3 Managers should aim to respond to leave requests within five (5) working days or inform the employee of any delays.
- 5.4 In the event of an emergency or short-notice request, under five (5) days, employees must notify their manager and explain the urgency; approval is at the manager's discretion.
- 5.5 Managers can approve up to three (3) weeks' leave, however, requests exceeding this must be approved by the Head of Service.

6 Annual Leave Record Keeping

- 6.1 Managers are responsible for ensuring that accurate and up to date records of annual leave are maintained for all employees. This includes recording leave entitlement, leave taken, leave carried forward, purchased, borrowed and any payments and calculations relating to annual leave recorded by Human Resources.
- 6.2 Managers must:
 - Ensure all annual leave requests and approvals are properly recorded.
 - Regularly monitor leave balances to encourage employees to take their annual leave and to ensure accuracy.
 - Retain records in line with Council procedures for a minimum of six (6) years
 - Ensure records are complete and sufficient to demonstrate compliance with statutory annual leave and holiday pay requirements.
 - Store and handle records in accordance with data protection requirements.
- 6.3 Failure to maintain accurate records may result in the Council being unable to demonstrate compliance with legal obligations.

7 Refusal of Annual Leave Requests

- 7.1 Managers must consider all leave requests fairly and objectively, taking into account service requirements, staffing levels and existing approved leave within the team. Requests should only be refused where there is a clear and justifiable business reason. Requests can also be reasonably rejected if the notice as outlined in the policy has not been given.
- 7.2 Where a request is declined, managers must:

- Provide a clear explanation for the decision
- Offer alternative dates where possible
- Ensure decisions are fair and consistent across the team

8 Carry Over Leave

- 8.1 Both managers and employees are expected to ensure that annual leave is taken within the relevant leave year, as payment in lieu of untaken leave will not be made.
- 8.2 The carry over of annual leave will only be approved in exceptional circumstances, such as where leave could not be taken due to service or team demands, long term sickness or significant personal circumstances.
- 8.3 A manager may approve up to five (5) days carry over leave (pro-rata for part time employees) and any carry over exceeding this must be approved by the Head of Service.
- 8.4 All requests will be considered on a case by case basis taking into account individual circumstances and service needs and approval is not guaranteed.

9 Purchasing Additional Annual Leave

- 9.1 Employees may purchase up to twenty-six (26) days of additional annual leave (pro-rata part time employees), with payments deducted in instalments through payroll.
- 9.2 Further details are set out in the [Purchasing Additional Annual Leave Policy](#).

10 Borrowing Annual Leave

- 10.1 Employees who are unable to purchase additional annual leave may request to borrow leave from the following leave year, up to a maximum of five (5) days.
- 10.2 Borrowing is limited to two (2) consecutive years. After this, the employee will not be eligible to borrow leave again for a period of two (2) years.
- 10.3 All requests are subject to approval by the Head of Service or Director.

11 Other Types of Leave

11.1 Compassionate Leave

- 11.1.1 Employees are eligible to take up to five (5) paid days of emergency leave related to serious illness or death of a spouse, parent, children, close family member or a person the employee shares a home with. This leave can be taken in days or in hours.
- 11.1.2 An extension beyond five (5) days will be at the discretion of the Head of Service. The extension may be paid or unpaid depending on the circumstances and it will be assessed on a case by case basis. For example, where an employee has lost a very close relative or partner and is heavily involved in funeral arrangements.

11.1.2 Employees should discuss with their manager if they need to take time off during working hours to visit family members who are hospitalised. In these circumstances, the flexitime may apply and managers should refer to the [Flexible Working Policy](#).

11.1.3 An employee will need to submit a [HALO](#) request for approval.

11.2 Sick Dependents Leave

11.2.1 Employees who commenced employment before 1st April 1993 are entitled to up to ten (10) days of sick dependents leave in a rolling twelve (12) month period.

11.2.2 Employees must provide a statement confirming the sickness of the dependent to support the leave request. This requirement applies from the first day of absence.

11.2.3 An employee will need to submit a [HALO](#) request for approval.

11.3 Carers Leave

11.3.1 This is paid leave for employees who have caring responsibilities for someone who is unwell, has a disability or related to old age.

11.3.2 Eligible employees may take up to five (5) days paid carer's leave within a rolling period, which can be taken in full days or part days. This entitlement applies from the first day of employment.

11.3.3 Employees must discuss the request informally with their manager before taking carer's leave. Managers are responsible for ensuring no more than five (5) days' carer's leave is taken within a twelve (12) month rolling period prior to approving the leave.

11.3.4 An employee will need to submit a [HALO](#) request for approval.

11.4 Disability Leave

11.4.1 Employees with a disability or long-term conditions can take up to 5 days of leave within a twelve (12) month rolling period to help manage their condition. A disability under the Equality Act 2010 is a physical or mental impairment that has a 'substantial' or 'long-term' negative effect on your ability to do normal daily activities.

11.4.2 This can be applied when the employee is fit to work but may require additional leave for treatment and/or assessment, which can be taken in full days or hours.

11.4.3 The employee must inform their manager in advance before going on leave. However, in exceptional circumstances leave may be approved retrospectively.

11.4.4 An employee will need to submit a [HALO](#) request for approval.

11.5 Study Leave

11.5.2 Employees can request study leave through their managers to take time off for courses related to the role or career development.

11.5.3 Managers should contact the HR Learning and Development team through HALO for further advice on managing study leave.

11.5.4 An employee will need to submit a [HALO](#) request for approval.

11.6 Court appearances

11.6.2 Employees who are required to attend court or a tribunal as an ordinary witness may be granted paid special leave at the direction of the Head of Service.

11.6.3 Where attendance is required as part of an employee's role as a Special Constable, this must be covered by public duties leave. Further details can be found at section 13.3 of this policy.

11.8.3 Employees required to attend court as a witness for the Council are not required to use any form of leave to attend the hearing.

11.7 Medical Appointments and Screening

11.7.1 Employees with planned appointments that are not for any long-term conditions or disability are encouraged to arrange the appointments outside their working hours, wherever possible. In the event this is not possible, the employee may request to take annual leave or discuss flexitime such as time off in lieu (TOIL) with their manager.

11.7.2 Employees with a disability or long-term condition are entitled to paid time off to attend planned medical appointments, as well as those attending cancer screening appointments. A redacted copy of the appointment confirmation must be provided by the employee to the manager, which should be saved locally.

11.7.3 For antenatal and IVF appointments employees should refer to the [Parental Leave Policy](#) for further information.

11.7.4 An employee will need to submit a [HALO](#) request for approval.

11.8 Special Leave

11.8.1 This type of leave is approved in specific circumstances where an employee needs to take time off work for an emergency or significant life events. Employees must inform their manager as soon as possible when requesting such leave.

11.8.2 There is no automatic entitlement to special leave.

11.8.3 Special leave may be paid or unpaid at the discretion of the Head of Service.

11.8.4 A maximum of five (5) days paid special leave may be granted within a twelve (12) month period. This excludes sick dependant leave, which is up to ten (10) days.

11.8.5 An employee will need to submit a [HALO](#) request for approval.

11.9 Unpaid Special Leave

11.9.1 Employees may request unpaid special leave in exceptional circumstances where annual leave is not appropriate. Leave can be taken in full days or part days. All requests are subject to approval by the Head of Service.

11.9.2 An employee will need to submit a [HALO](#) request for approval.

12 Other Considerations

12.1 Employees on long term sickness

12.1.1 Employees who are currently on long-term sick leave have the opportunity to take their annual leave during sickness. Further information is in the [Sickness Absence Policy](#).

12.2 Employees on parental leave

12.2.1 Annual leave will continue to accrue at the normal rate during any period of parental leave, in line with statutory requirements.

12.2.2 Employees must take any accrued annual leave at their contractual hours before commencing a new working pattern, such as reduced hours on return from parental leave.

12.2.3 Further information on the management of annual leave during parental leave can be found in the [Parental Leave Policy](#).

12.3 Menopause

12.3.1 Employees who are currently going through menopause should refer to the [menopause in the workplace policy](#).

12.4 Volunteering

12.4.1 Requests for time off for volunteering must be via the manager. Further information is in the [Employee Supported Volunteering Policy](#)

12.5 Employees on secondment

12.5.1 During a secondment, annual leave will be managed by the host directorate/organisation in accordance with Haringey Council terms and the secondment agreement. Further information can be found in the [Acting Up, Honorary and Secondment Policy](#).

12.6 Employees on Sabbatical

12.6.1 Annual leave does not accrue during periods of sabbatical leave. Further information can be found in the [Sabbatical Policy](#).

12.7 Casual Workers and Term-time Contracts

12.7.1 For employees on a casual worker contract, annual leave is calculated every three (3) months based on the hours worked and is paid via their salary.

12.7.2 For term time only employees, annual leave is included within their monthly salary.

12.8 External Disruptions

12.8.1 In cases of adverse weather, transport strikes or any other exceptional circumstances affecting travel, employees are responsible for deciding whether it is safe and reasonable to travel to work.

12.8.2 The Council operates a hybrid working model, though this does not apply to all roles. Employees should work from home where possible. If an employee is required to be onsite but experiences unavoidable disruption to their hours, for example late arrival or leaving early due to transport issues, this will be treated as a full working day.

12.9 Industrial Action

12.9.1 Employees participating in industrial action (strike) will not be allowed to take annual leave or any other type of leave for this purpose. The absence from work will be recorded as unpaid.

12.9.2 Annual leave requests from employees not participating in industrial action will be considered in line with normal procedures, taking into account operational requirements.

12.9.3 Managers must keep a record of all employees who attend work, including those working from home or at alternative locations during the strike. They must also clearly communicate any changes for the day, such as adjustments to work locations or access arrangements.

12.10 Unauthorised Absence

12.10.1 Unauthorised absence arises where an employee is absent from work without approval or a reasonable explanation. In such cases, pay may be withheld and managed in line with the [Disciplinary Policy](#).

12.11 Public Holidays

12.11.1 Employees who are required to work on a public holiday will be entitled to take this leave on an alternative date, which must be approved by their manager.

13 Public Duties

13.1 Jury Service

- 13.1.1 Employees who are summoned for jury service must inform their manager and provide a copy of the letter as soon as practically possible. Managers are responsible for keeping copies of the summons and the certificate locally.
- 13.1.2 Employees are paid during Jury service so there is no requirement to submit a certificate of loss of earnings so no salary top up is required.
- 13.1.3 Managers should submit the information on [HALO](#) so that the absence can be logged on the employee record.

13.2 Reservists Duties

- 13.2.1 Employees who are registered reservists (including volunteer and part time reservists) are entitled to up to five (5) days of paid leave in a rolling twelve (12) month period to complete required training.
- 13.2.2 It is the responsibility of employees to inform their manager of any reservist duties and provide their Commanding Officer with details of their employment with the Council. If called up for service, they must notify their manager as soon as possible.
- 13.2.3 Managers are responsible for keeping a copy of the Ministry of Defence (MOD) letter locally.

13.3 Other public duties

- 13.3.1 Employees undertaking public duties may be granted paid time off. This is subject to deduction of any payments or earnings received from the relevant authority, which must be declared to the Council at the end of the duty period. Leave can be taken as full or half days (hourly). If the duties qualify as volunteering, employees may instead claim under the [Employee Supported Volunteering policy](#). Any additional leave beyond the allowance will be unpaid.
- 13.3.2 Those in the following roles, local authority members, health authority members, magistrates/justices of the peace, and special constables are entitled to up to 15 days' paid leave per year. School governors are entitled to up to five (5) days per year.
- 13.3.3 Employees must discuss requests for public duties leave with their manager in advance, providing an estimate of time required and supporting evidence (e.g. confirmation letter outlining the role and commitments). While the Council will aim to accommodate requests, leave may be declined where necessary.

14 Further References

Purchasing Additional Annual Leave Policy
Flexible Working Policy
Parental Leave Policy
Sickness Absence Policy
Menopause in the Workplace
Employee Supported Volunteering Policy
Acting Up, Honorarium and Secondment Policy

Sabbatical Policy
Disciplinary Policy

Document Control

Key Information	
Title	Annual Leave and Time Off Policy
Document Type	Policy
Document Status	New
Author	Employment Practice Team
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager

Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V1	June 2026	New policy, using agreed process for policy revision.	YN

Probation Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Duration of Probation.....	4
4	Assessed and Supported Year in Employment (ASYE) Scheme.....	4
5	Probation Review Meetings	5
6	Review of Performance	5
7	Extending Probation.....	6
8	End of Probation.....	7
9	Final Probation Hearing	7
10	Summary Dismissals/ Gross Misconduct.....	8
11	Probation Dismissal Appeals.....	8
12	Other Considerations	9
13	Support for employees	11
14	Further References	12
	Appendix A - Manager and New Employees' Responsibilities.....	12

Probation Policy and Procedure

1 Introduction

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

2 Principles

- 2.1 During the probationary period managers must ensure that they provide training, support and tools to help new employees carry out their job to the required standard.
- 2.2 Meetings held with the employee during probation where performance is discussed, should be followed up in writing. If discussed within the formal probation meeting this must be recorded on the probation review document.
- 2.3 The probationary period provides the opportunity for both the manager and new employee to assess objectively if the new employee is suitable for the role.
- 2.4 The manager and new employee have certain responsibilities that they must adhere to as part of the probationary period, as outlined in appendix A. The Employee Relations team will provide advice and guidance on managing the probationary period.

3 Duration of Probation

- 3.1 All new employees are subject to a four (4) month probationary period which can be extended up to a maximum of six (6) weeks in the event of any concerns regarding performance, conduct or ability to fulfil the role. Employees who transfer to the organisation under TUPE are not subject to a probationary period unless they are within probation with their previous employer, in which case this will continue. Further information on ASYE can be found at section four (4).
- 3.2 Employees who have completed a probationary period within Haringey (including within Haringey community schools and voluntary controlled schools) and are later redeployed or appointed into another role in the Council are not required to complete another probationary period. In these instances, a three (3) month period of support and development will be offered to help the employee adjust into the new role and for redeployees there will be a trial period. Further guidance on redeployment can be found in the [Organisational Change policy](#).
- 3.3 New employees who previously worked as an Agency Worker or Contractor at the Council are still subject to a probationary period effective from the first day of employment directly with the Council.
- 3.4 Any possible extension to the probationary period should be discussed with the Employee Relations team in the first instance. Further information can be found at section seven (7).

4 Assessed and Supported Year in Employment (ASYE) Scheme

- 4.1 Employees who are completing the ASYE scheme are subject to a twelve (12) month development review period. The first four (4) months of employment will be probationary period, following this period, any concerns relating to disciplinary or capability should be addressed through the usual processes.
- 4.2 The manager is required to complete ASYE documents instead of the Council's probation forms. Support on how to complete these can be found as follows: Adults [ASYE \(skillsforcare.org.uk\)](#) and Children's [ASYE Programme](#)
- 4.3 Where a Newly Qualified Social Worker (NQSW) has completed part of the ASYE with another organisation, the employee's probation will last four months in line with new employee's probationary period, extended up to a maximum of 6 weeks in the event of any concerns relating to conduct, capability or suitability.
- 4.4 If an employee is failing the ASYE, this could be reason to end employment during the probationary period, managers should seek advice from the Employee Relations team.
- 4.5 If the ASYE period is extended, and the employee is outside of the probationary period (4 months plus 6 weeks, maximum), a formal capability process must be followed.
- 4.6 At the end of probationary period, and no later than 6 months service, the manager should hold the first formal 'My Conversation' meeting.

- 4.7 If a Newly Qualified Social Worker is dismissed during their ASYE period or whose professional practice is of a significant concern the Council has a duty to notify Social Work England. In this instance, the Principal Social Worker should liaise with the Employee Relations team.
- 4.8 Where an allegation has been made against a person in a position of trust (PIPOT) it is a requirement to refer and follow the protocol and practice guidance available on the internet.

5 Probation Review Meetings

- 5.1 The probation review meetings are a pivotal part of the probationary period; these ensure that the new employee is provided with support and training required to learn the role and carry out the duties to the required standard. In addition, they provide an opportunity for the new employee to raise any concerns and the manager to address any areas of performance, conduct or attendance that do not meet the required standard.
- 5.2 Managers are expected to hold four (4) probation meetings using the [Probation Review Form](#) to ensure that there is sufficient opportunity for both the manager and the employee to review progress and raise any concerns or development needs.
- 5.3 If required, managers can hold additional review meetings if a performance issue has been identified. If this is the case the employee should be informed as soon as possible. The employee should fully understand the areas of concern, the expected improvements the employee is required to make and within agreed timescales. In the event improvement is not seen within the set timescale the manager can proceed to a formal review meeting and should seek advice from the Employee Relations team prior to doing so.
- 5.4 Meetings held with the employee during probation where performance is discussed, should be followed up in writing. If discussed within the formal probation meeting this must be recorded on the probation review document.

6 Review of Performance

- 6.1 In the event it is necessary to discuss performance outside of the probation meeting cycle, this will be set as an additional review meeting. The purpose of this meeting will be to put in place targets and support to improve performance which will then be reviewed as part of the probation cycle meetings.
- 6.2 A formal review meeting can be scheduled at any stage during the probationary period; however, it is advisable that the manager acts as soon as concerns arise. The review period will be a minimum of two (2) weeks and an extension of probation may be applied if deemed necessary. Reviews must be carried out regularly to assess improvement. In the event an improvement is seen to the required standard, the probation process continues as usual.

7 Extending Probation

- 7.1 Extending the probationary period may be considered in circumstances where there are concerns around performance, conduct or attendance.
- 7.2 Circumstances that would warrant an extension of probation are as follows:
- The manager has been unable to make a fair assessment of the employee's performance due to the absence of the employee.
 - The employee has made progress towards achieving the expectations of their role but are not on track to achieve all expectations within the initial four month probationary period.
 - Where there has been a delay in implementing reasonable adjustments or there has been insufficient time to assess the effectiveness of the reasonable adjustments to performance, it may be necessary for the manager to discuss with the employee, an extension of probation to ensure full support for the employee to successfully pass probation.
- 7.3 The manager must discuss the extension of probation with the Employee Relations team at the earliest opportunity to ensure that a fair and supportive management of probation is offered to the employee.
- 7.4 Probation extensions can be up to 6 weeks, making the full probationary period a maximum of four months plus 6 weeks.
- 7.5 The probationary period cannot be extended beyond six months in total. The employee must also be advised that failure to improve may result in termination of employment.
- 7.5 If a probation is extended, a clear and detailed improvement plan must be discussed at the formal probationary review meeting and communicated in writing to the employee. The employee must also be given the opportunity to seek clarification on any queries they may have with the improvement plan. The manager must also write to the employee, as soon as possible, notifying them of the probation extension, the duration of the extension, the reason for the extension and providing a copy of the improvement plan.
- 7.6 The manager should continue to hold meetings with the employee on a weekly or fortnightly basis to review progress against the improvement plan and ensure support is in place.
- 7.7 In the event an employee is not making progress during the review of the initial four-month probationary period and is unlikely to achieve the progress within the four-month probationary period, an extension of probation would not be appropriate and a final hearing will be arranged.
- 7.8 There is no right to appeal against an extension to the probationary period.

8 End of Probation

- 8.1 There are two outcomes at the end of probation, which are as follows:
- Passing Probation
 - Probation Dismissal
- 8.2 Passing Probation:
Before passing probation, employees must have completed all mandatory training, failure to do so will result in probation period being extended. The manager must ensure checklists are completed and that all probation meetings have been documented on the correct forms.
- 8.2.1 Upon successful completion of the probationary period the manager is required to confirm this verbally during the final probation review meeting and update the [Probation Review Form](#) to this effect. A copy of the probation review form must be submitted to the HR Operations team via [HALO](#), in order for Human Resources to write to the employee to confirm that they have passed their probationary period and save a copy to employee file.
- 8.3 Probation Dismissal:
If dismissal is a likely outcome, the manager must consult with the Employee Relations team prior to proceeding with the final probation meeting.
- 8.3.1 Employees who have been through a formal probation review and have not satisfactorily fulfilled the requirements during the probationary period or in a case of misconduct or gross misconduct will be invited to a final probation hearing. Employees must be given at least five working days notice for the meeting. This must be discussed with the Employee Relations team who will provide the template letter.

9 Final Probation Hearing

- 9.1 The purpose of this hearing is to review the probation case and make a final decision on the employee's ongoing employment with the Council.
- 9.2 The chair of this meeting will be the head of service or above and will decide if dismissal is appropriate based on the content of the probationary review documents. The manager can attend the meeting and answer any questions on the probationary review documents.
- 9.3 The employee must be provided with a minimum of five working days notice of the scheduled hearing date. They are responsible for submitting any documents that they intend to rely upon to the Employee Relations team at least two working days before the meeting date.
- 9.4 If the decision is to dismiss the employee, the Chair of the hearing must inform the employee. The employee will be advised in writing within five working days that the dismissal is on the grounds of failing the probationary period and provide information on how to appeal the decision.
- 9.5 Payment of the one week notice period will be made in lieu rather than the employee working their one week notice.

- 9.6 The manager must submit a [leavers notification](#) via HALO immediately for the employee to be made a leaver on the payroll system and avoid any overpayment of salary, clearly stating the last working day and last day of service. Payment will be made in lieu of notice and any outstanding leave accrued but not taken will also be paid. Any overpayments will be recovered.
- 9.7 If any of the parties are not available at the scheduled time for the meeting, the probationary period may be extended to allow for the probation hearing to be rescheduled. The employee must contact the Chair of the panel at least two working days before the hearing date to advise that they are unable to attend. The employee must prioritise this meeting, as it can only be rescheduled once. If the hearing has already been rescheduled and the employee fails to attend, the Chair may conduct the meeting in the employee's absence.
- 9.8 All parties of the probation hearing must inform the Chair or Employee Relations team of any reasonable adjustments; these must be received a minimum of two working days before the hearing date.
- 9.9 It is recommended that the probation hearing is held in person, however in exceptional circumstances it may be agreed to be conducted virtually and this must be mutually agreed by all parties. In the event reasonable adjustments are requested, these will be considered. Further information on reasonable adjustments can be found [here](#).
- 9.10 The Council has the right to record and use a voice recorder to ensure the accuracy of the hearing notes. A copy of the transcript will be available for the employee, as well as a copy being saved to the employee's file. In the event the employee does not wish to have the probation hearing recorded, a written request must be sent to the Chair at least two working days prior to the hearing. In this instance the manager is required to assign an appropriate note taker. If the employee wishes to review the recording from the probation hearing, the employee and representative can review the recording at the Council offices where a member of the Employee Relations team will be present. The recording cannot be copied or recorded on another device.
- 9.11 An employee has the right to be accompanied at a final probation hearing. The statutory right is to be accompanied by a workplace colleague, a trade union representative or an official employed by a trade union.

10 Summary Dismissals/ Gross Misconduct

- 10.1 In the event of an occurrence which could be considered gross misconduct, a final probation meeting will be held and the outcome can be dismissal without notice.

11 Probation Dismissal Appeals

- 11.1 The employee may appeal the dismissal outcome on the basis of one of the following grounds:
- The dismissal procedure was unfair
 - A part or the overall process of the probation was unreasonable.
 - The evidence presented in the final probation meeting was not substantiated and/ or there was no good reason for the Dismissing Officer to accept it.

- The decision at the final probation meeting is unduly harsh.
 - Submission of new evidence presented by the employee that was not reasonably available at the meeting. The employee must provide valid reasons why it was not presented before.
 - Failure to implement reasonable adjustments during the probationary period which directly or indirectly resulted in dismissal.
- 11.2 The appeal must be submitted within ten working days upon receipt of the outcome letter, this should be submitted via [HALO](#). If an employee does not have access to HALO the appeal should be emailed to humanresources@haringey.gov.uk .
- 11.3 For Officers, the chair of the appeal panel must be a manager more senior than the manager who made the decision to dismiss.
- 11.4 Appeals for Chief or Deputy Chief Officers must be heard by a Member panel and not by an Officer panel. The Employee Relations Team will liaise with the Committee Services team to arrange the date, time and venue for the hearing and will confirm the names of the Members who will form the panel. The process and timescales for Member hearings will normally be the same as for Officer panel hearings but will be subject to the diary commitments of Members.
- 11.5 An employee has the right to be accompanied at an appeal hearing. The statutory right is to be accompanied by a workplace colleague, a trade union representative or an official employed by a trade union.
- 11.6 If an employee is unable to attend the appeal hearing the Chair may reschedule the hearing on one further occasion. A new date will be given within five (5) working days, failure to attend may lead to the hearing being held in their absence.
- 11.7 A member of the Employee Relations team will provide advice to the appeal panel.
- 11.8 There are two possible outcomes:
- To uphold the dismissal decision confirmed at the final probation hearing
 - To overturn the dismissal
- 11.9 The outcome of the appeal will be communicated to the employee in writing within five working days. The decision of the appeal panel is final.

12 Other Considerations

12.1 Fixed term contracts

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

12.2 Probationary Notice Period

12.2.1 The notice period for either party during the probationary period is one week.

12.2.2 In the event that employment is terminated on the grounds of gross misconduct or due to a fundamental breach in the contract there is no notice and the dismissal is with immediate effect.

12.2.3 If the employee's employment is terminated by the Council under this policy, the employee will not be required to work their notice period and will be paid the notice period in lieu.

12.3 Local Induction

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

12.4 Pregnancy and Probation

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

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

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

12.5 Sickness and Probation

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

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

12.6 Declaration of Disability and Long term Conditions

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

12.7 Resignation during probation

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

12.7.2 If an employee attempts to hinder the probationary review process, this will be discussed with the individual and where appropriate, a formal review meeting will be arranged.

13 Support for employees

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

13.2 Trade Union

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

13.3 Employee Assistance Programme (EAP)

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

13.4 Occupational Health (OH)

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

13.5 Mental Health First Aiders (MHFA)

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

13.6 Virtual Meeting or Hearing

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

13.7 Neurodiversity at Work

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

13.8 Staff Networks

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

14 Further References

Parental Leave Policy
Reasonable Adjustments Guidance
Induction Policy

Appendix A - Manager and New Employees' Responsibilities

No.	Manager Responsibility	New Employee Responsibility
1	Follow the probation policy and procedures correctly and ensure all review forms are completed in line with the timescales.	Engage fully with the process.
2	Prepare the new starter checklist before your new employee commences employment.	Perform at the required standard
3		Attend scheduled training.

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

Document Control

Key Information	
Title	Probation Policy
Document Type	Policy
Document Status	New
Author	Employment Practice Manager

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

Revision History			
Version	Date	Summary of Changes	Name
V 1	December 2024	New policy, using agreed process for policy revision.	YN
V2	June 2026	Policy amended	TP

Recruitment Policy

Table of Contents

1	Introduction	3
2	Principles	3
3	Definition of Recruitment	3
4	Pre-recruitment Requirements and Approval Process	3
5	Consider Selection Methods	5
6	Redeployment	6
7	Advertising	6
8	Applications	7
9	Shortlisting	7
10	Interview Panel	8
11	Concluding Recruitment	10
12	Pre-employment Checks	10
13	Health Checks	11
14	Onboarding and Induction	11
15	Review and Reporting	11
16	Responsibilities	11
17	Further References	12
	Document Control	12

Recruitment Policy

1 Introduction

- 1.1 This policy sets out the Council's approach to recruitment and selection, and outlines the processes and responsibilities in attracting, assessing and appointing candidates.
- 1.2 It aims to ensure that all recruitment activity is conducted in a fair, transparent and consistent manner, in line with legislation and the Council's commitment to equality, diversity and inclusion, while supporting the delivery of high quality services.
- 1.3 This policy applies to all jobs in the Council, except for Senior Officers. Further information on Senior Officer recruitment can be found [here](#).
- 1.4 Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 The Council is committed to a recruitment process that is:
 - Fair and transparent, by ensuring that all decisions are based on merit and applied consistently across all stages.
 - Objective, by using appropriate and evidence-based assessment methods to support decision making.
 - Inclusive and accessible, by promoting equality of opportunity and removing barriers for all candidates, while remaining fully compliant with legal, regulatory and safeguarding requirements.
 - Candidate focused approach, by ensuring that all applicants receive a positive and professional experience through the process.
 - Values driven, by reflecting the Council's values at every stage.
 - Supportive of internal progression, by encouraging employee development and prioritising redeployment opportunities wherever appropriate.

3 Definition of Recruitment

- 3.1 Recruitment is the process by which the Council identifies, attracts, assesses and appoints suitable candidates to fill vacant jobs. It includes workforce planning, advertising vacancies, shortlisting applicants, conducting interviews and selection assessments and making job offers, all in line with relevant legislation, equality and diversity principles and Council processes.

4 Pre-recruitment Requirements and Approval Process

- 4.1 Prior to commencing recruitment the following must be undertaken:
- 4.2 **Vacancy Review**

4.2.1 A vacancy provides an opportunity for the Hiring Manager to review the needs of the service and the job itself. Before proceeding with recruitment, managers should consider:

- Organisational needs
- Budget constraints
- Staffing levels
- Skills required

4.2.2 Some jobs in the Council are politically restricted, which means that the individuals holding those jobs cannot have any active political role. Local Authorities are under a duty to maintain a list of those jobs which are politically restricted and managers must identify whether a job is politically restricted when reviewing the vacancy.

4.3 Determine the type of appointment

4.3.1 When assessing the need to recruit, Hiring Managers must also consider the purpose of the job and determine the most appropriate type of appointment such as:

- Permanent
- Fixed-term or Secondment
- Apprenticeship

4.4 Job Description

4.4.1 Managers must also use this opportunity to review and update the job description (if necessary) using the standard template, which can be found [here](#).

4.4.2 Where there are significant and permanent changes to the main responsibilities of the existing job a job evaluation will need to be conducted. Minor changes to a job description do not require a job evaluation. However, all revised job descriptions must be submitted to the Employment Practice team via [HALO](#) to confirm that the changes are minor and that re-evaluation is not required.

4.4.3 In the event the job description is held by other employees, the implications of the change to the job description must be considered.

4.5 SAP Position Number Requirements

4.5.1 All jobs must have a SAP position number in order to be uploaded on the recruitment system.

4.5.2 Existing jobs will already have a SAP position number, which can be found on Managers desktop on SAP.

4.5.3 For new jobs, the Hiring Manager must complete the process outlined below:

1. Request a job evaluation via [HALO](#)
2. Complete [Delegated Authority eform](#)

4.6 Recruitment Approval

- 4.6.1 If the Hiring Manager determines that the job is required, they must follow the Council's current recruitment approval process in place at the time. Further information can be found [here](#).
- 4.6.2 Once approval is received, recruitment can begin.

5 Consider Selection Methods

5.1 Before advertising, the Hiring Manager, in consultation with the Recruitment team, should decide how candidates should apply, who will shortlist applications and the selection method to be used. Deciding this early in the recruitment process helps to ensure objectivity and mitigate any biases that arise after viewing applications.

5.2 Interviews

5.2.1 Interviews are a two-way process, enabling both the Hiring Manager and the candidate to assess suitability for the job. Hiring Managers and panel members must prepare thoroughly and ensure that the Council's values are reflected throughout the interview.

5.2.2 Interviews are the primary method used for selecting the best candidate for a job. Interviews may consist of competency-based questions and an additional form of assessment. Advice on interview process should be sought from the Recruitment team.

5.2.3 A good interview should be structured to follow a pre-agreed set of questions mirroring the person specification and/or job description. It should also allow the candidate to talk freely when answering the questions and give them the opportunity to ask questions.

5.2.4 The most effective questions are scenario based open-ended questions followed by probing questions if required. The panel should agree in advance if they are going to use probing questions and how they will be scored, ensuring consistency across all interviews.

5.2.5 Interviewers must not ask questions based on assumptions about candidates' personal circumstances. This is covered in the recruitment training, if further clarification is required contact the Recruitment team.

5.3 Practical Tests

5.3.1 Tests may be used where practical, technical or specialist skills need to be demonstrated. Any tests must be relevant to the job and applied in a transparent, consistent and objective way. Advice should be sought from the Recruitment team.

5.4 Assessment Exercises

5.4.1 On occasion, the Council might use assessment exercises in the selection for the right candidate for the job. Hiring Managers are expected to seek advice before using

such exercises so that the exercises themselves are relevant and that the approach to structure and scoring is objective.

- 5.5 When selecting assessment methods, Hiring Managers must also consider any reasonable adjustments required for candidates with disabilities. Advice should be sought from the Recruitment team.

6 Redeployment

- 6.1 The Council is committed to a fair and transparent recruitment process that supports career progression for existing employees and prioritises the redeployment of displaced employees wherever possible.
- 6.2 Employees seeking redeployment who meet the essential criteria will be considered before any wider advertising of jobs.
- 6.3 Where a redeployee can demonstrate that they are able, with support, to carry out the job, they will not be required to compete for the job, except with other redeployees who express an interest.
- 6.4 In all cases, employees seeking redeployment who meet the minimum criteria will be considered first, including where alternative recruitment approaches are being used (e.g. conversions to permanent jobs).
- 6.5 Further information can be found in the [Organisational Change policy](#).

7 Advertising

- 7.1 The approach to recruitment will vary depending on the job and circumstances. Hiring Managers, with input from the Recruitment team, will select the most appropriate method, which may include internal, local or external advertising, search and selection or a combination of these. The default approach is to advertise jobs both internally and externally; however, there may be circumstances where alternative approaches, such as internal only advertising, are appropriate.
- 7.2 Where jobs are advertised externally, the choice of advertising channels will be based on effectiveness, accessibility, ability to attract a diverse range of candidates and cost. The Council also aims to maximise employment opportunities for local people.
- 7.3 There are also circumstances where conversions of fixed term contracts to permanent contracts, and/or temporary to permanent arrangements may be considered as an appropriate recruitment method, for instance to reduce commercial spend; this must be authorised in advance by the Chief People Officer.
- 7.4 Where possible, the Council may use a talent pool to recruit to jobs without relying on costly advertising.
- 7.5 We are committed to supporting and developing apprenticeships in the Council and Hiring Managers should consider whether the job could be offered as an

apprenticeship before advertising. Apprenticeships provide a variety of benefits to the Council, including but not limited to:

- an opportunity to develop the workforce
- provide employment and training opportunities that reflect the community we serve
- address gaps in the workforce
- develop supervisory, management and mentoring skills

7.5.1 Every new employee between grades Scale one (1) to Scale six (6) will be expected to be considered for an apprenticeship relevant to their job, or one that develops their future skills in areas we know are key for our future workplace.

7.6 The Council supports employee development by providing opportunities to gain new skills and experience across different services, including through secondments. Internal secondments can also be used to meet short-term resourcing needs. All fixed-term jobs will be offered as internal secondment opportunities. Further information can be found in the [Acting up, Honorarium and Secondment policy](#).

7.7 The Council will aim to ensure that all adverts highlight the ability to make reasonable adjustments where possible.

8 Applications

8.1 The Council has developed application forms which are both accessible and easy for candidates to use on all platforms.

8.2 We are committed to best practice approaches and regularly participate in initiatives that promote an accessible and inclusive application process such as:

- The Disability Confident Scheme which commits the council to inclusive and accessible recruitment and offers interviews to disabled people who meet the minimum job criteria
- Ban the Box initiative to support former offenders to return to employment
- 'Anonymised recruitment' to help reduce the potential for bias
- Reasonable adjustments for candidates with disabilities built into the recruitment process

9 Shortlisting

9.1 Candidates will be shortlisted by matching values, skills and qualifications included in the application form against the person specification set out in the relevant job description and advertisement.

9.2 Redeployees where they meet the essential criteria will be invited to interview first and the process will be concluded before any other candidates can be reviewed.

- 9.2.1 If there are no redeployees or they were unsuccessful then Internal candidates and disabled candidates should be invited for interview where they meet the essential criteria of the job.
- 9.3 Hiring Managers will work with the Recruitment team to review the shortlist and should document the reasons for selection and rejection of a candidate. This is both good practice and enables the Council to comply with the relevant employment legislation.
- 9.4 All unsuccessful candidates will be notified of the outcome. Hiring Managers are expected to give internal candidates the opportunity for feedback to help aid their development.
- 9.5 Guaranteed interview scheme
- 9.5.1 The Council operates a Guaranteed Interview Scheme to promote equality of opportunity. Applicants who declare a disability under the Equality Act 2010, care leavers or Armed Forces community members, will be guaranteed an interview where they meet the essential criteria for the role. This ensures shortlisting but does not guarantee appointment, which will be made on merit.

10 Interview Panel

- 10.1 Managers with recruitment responsibilities must undertake recruitment training as part of their induction and should refresh themselves of the policy and guidance notes when undertaking recruitment.
- 10.2 A Hiring Manager cannot conduct an interview without attending recruitment training. At least one panel member must have undertaken recent Recruitment and Selection training.
- 10.3 The Hiring Manager should identify the interview panel as early as possible, ideally at the advertising stage. Panel members must:
- Declare to the Hiring Manager if they already know a candidate. If a close personal or family relationship exists, they must withdraw from the panel.
 - Be available to attend all stages of the selection process (e.g. presentations, interviews) to ensure consistency and fair treatment of all candidates.
- 10.4 A consistent scoring system should be developed and understood by all panel members. The panel should meet before the interviews to run through the questions, how they relate to the person specification and who will ask each question.
- 10.5 The Hiring Manager should create a scoring sheet and share this with the panel members before the interview. A scoring system of 0-5 for each question with notes is recommended. A template scoring sheet can be found [here](#). The panel should not discuss the candidates interview until they have completed the scoring sheet.
- 10.6 Panel members must keep clear records of applicants' responses and the reasons for selection or rejection, including scoring sheets, for six (6) months as per General

Data Protection Regulations (GDPR). It is important that the Chair of the panel collects and holds all interview notes for a period of six (6) months after the interview date, this is in the case of challenge or request for feedback.

10.7 Diverse Panels

10.7.1 The Council is committed, where possible, to ensuring interview panels reflect the diversity of its workforce. Interview panels should consist of at least three people, including the immediate line manager, a colleague who is familiar with the area of work and a third person.

10.7.2 Hiring Managers should actively consider panel diversity, including diversity of professional experience, gender, ethnic, age, disability and other lived experiences, when planning for and establishing an interview panel. The Council's expectation is that interview panels will, whenever practicable, visibly reflect the diversity of the workforce and communities it serves. Panels that lack diversity should be avoided unless there are exceptional operational reasons why this is not possible.

10.8 The Hiring Manager will make sure that the shortlisted candidates are provided with details of the interview process including any selection tests, by email usually at least five (5) working days before the interview. This will normally be sent through the recruitment system. This should include what selection methods are being used and how they will be carried out. This also helps candidates with a disability determine if they will need reasonable adjustments.

10.10 Candidates with disabilities and reasonable adjustments

10.10.1 In the case of people with disabilities, special arrangements may be needed. Therefore, candidates are asked to confirm whether they require reasonable adjustments at the 'invite to interview' stage and what adjustments they may need so that they can participate fully and fairly in the interview process. Arrangements that may be required include the following:

- a British Sign Language interpreter.
- assistance if the test is on a computer, such as a larger screen, software or a person to read for the candidate.
- a verbal test rather than a written one.
- more time to complete tests or assessments.

10.10.2 The Recruitment team will coordinate with the candidate about any reasonable adjustments and can be contacted for advice on additional adjustments at any point in the recruitment process.

10.11 The Chair of the Panel (or a designated panel member) is responsible for informing all candidates of the outcome ideally within 48 hours.

10.12 Where detailed feedback is requested, it must be provided by a member of the panel within fourteen (14) days.

11 Concluding Recruitment

11.1 Successful Candidate

- 11.1.1 The successful candidate should be selected using the scoring method agreed earlier in the process.
- 11.1.2 In the event two (2) candidates have scored equally following the interview and/or assessment, the Hiring Manager should contact the Recruitment team to appoint a candidate with a protected characteristic that is underrepresented within the grade, job category or service.
- 11.1.3 The Hiring Manager will then issue a verbal offer to the candidate and complete an appointment form to facilitate a conditional offer being issued to the successful candidate which is subject to pre-employment checks.
- 11.1.4 All employees are appointed on the minimum spinal point of the pay range appropriate for their grade, unless there are exceptional circumstances, in which case the Head of Paid Service delegates authority to the Corporate Director. Further information can be found in the [Council's Pay Policy Statement](#).

11.2 Unsuccessful Candidate

- 11.2.1 The Council is committed to offering all candidates who are interviewed with feedback on the outcome of their interview. Feedback will be provided by the Hiring Manager or a member of the panel, if requested.

12 Pre-employment Checks

- 12.1 In order to safeguard the public and our customers, the Council has adopted a thorough approach to checking candidates. These checks will depend on the job being recruited to and are subject to the prevailing legislation, including but not limited to:
- Right to work verification
 - Safeguarding checks in line with safer recruitment practices, including Disclosure and Barring Service (DBS) checks (where applicable).
 - References
 - Qualification verification and/or professional registration
- 12.2 Pre-employment checks must be lawful, necessary and compliant with General Data Protection Regulation (GDPR).
- 12.3 Candidates must complete pre-employment checks within a reasonable timeframe; failure to do so may result in the offer being withdrawn.

13 Health Checks

- 13.1 Occupational health assessments are carried out dependant on candidates responses during pre-employment checks. This will enable Hiring Managers to be aware of potential reasonable adjustments that may need to be implemented.

14 Onboarding and Induction

- 14.1 Once the candidate has successfully completed their pre-employment checks, the Hiring Manager will be informed and asked to agree a start date with the candidate. A confirmation start date letter will then be issued to the candidate that confirms them in the job and becomes part of their contract of employment with the Council.
- 14.2 Hiring Managers will be asked to confirm that the new employee has started on day one in order for them to be paid accurately.
- 14.3 To support a smooth onboarding process, managers and the Recruitment team must provide new employees with relevant information in advance of their start date, including but not limited to:
- Housekeeping information
 - Induction plan
 - Access to IT equipment and the Council's network
 - Maintaining regular contact before the start date to ensure a welcoming experience.

15 Review and Reporting

- 15.1 The Council will collect and regularly report on recruitment data to drive continuous improvement. This will include metrics such as time to hire, effectiveness of attraction channels, internal appointments and diversity data relating to applicants and appointments.

16 Responsibilities

- 16.1 The Recruitment team will provide professional advice on best recruitment practices, ensure that processes run smoothly, and that the Council's policies and guidance are adhered to in compliance with legislation. They will also be responsible for monitoring effectiveness by providing data to inform the Council's workforce development plans, and by using this information and feedback to improve the service.
- 16.2 The Onboarding and Compliance team provide the pre-employment support service ensuring that this is all completed ahead of a confirmation of offer being issued for the candidate. They will also flag any concerns with Hiring Managers throughout the pre-employment process.
- 16.3 Hiring Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Hiring Managers are responsible for delivering the aims of this policy in line with the Council's values, in particular:

- creating a positive candidate experience
- being aware of our impact on others
- proactively addressing discrimination and unconscious bias
- taking pride in what we do and caring about those we engage with.

Hiring Managers are responsible for applying the policy, following the relevant guidance and ensuring that they have taken part in appropriate recruitment training.

- 16.4 Chief Officers and Heads of Service are responsible for ensuring that the highest standards of recruitment practice are applied in their service areas and that the relevant Recruiting Managers are competent to fulfil the role.

17 Further References

Code of Conduct Policy
 Induction Policy
 Acting up, Honorarium and Secondment Policy
 Disclosure and Barring Service (DBS) Policy
 Probation Policy

Document Control

Key Information	
Title	Recruitment Policy
Document Type	Policy
Document Status	New
Author	Head of Talent and Resourcing and Head of Support Services
Owner	Head of Talent and Resourcing
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V1	June 2026	New policy, using agreed process for policy revision.	TA & AMcD

This page is intentionally left blank

Sabbatical Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Definition of Sabbatical.....	3
4	Eligibility.....	4
5	Reasons for a Sabbatical	4
6	Duration of Sabbatical.....	4
7	Changes to Terms and Conditions During Sabbatical	4
8	Pension.....	5
9	Application Process	6
10	Appeal Process	6
11	During Sabbatical.....	6
12	Return to Work	7
13	Failure to Return	7
14	Further References	8
	Appendix A - Sabbatical Overview	8
	Document Control	9

Sabbatical Policy

1 Introduction

- 1.1 The Council is committed to supporting a healthy and inclusive working environment. As part of this commitment, the Council recognises that employees may benefit from taking a planned unpaid break from work for personal, caring, health, wellbeing or development needs.
- 1.2 A sabbatical, also known as a career break, provides employees with the opportunity to take an agreed period of extended unpaid leave while maintaining employment with the Council. This policy aims to balance flexibility for employees with the need to maintain service delivery.
- 1.3 Requests for sabbatical leave will be considered fairly, consistently and with transparency, whilst taking into account service delivery requirements and organisational needs. Sabbaticals are not a statutory entitlement and are granted at the discretion of the Council.
- 1.4 This policy applies to all permanent employees, except teachers directly employed by the Council. Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 This policy supports work–life balance and long-term employment with the Council by setting out arrangements for employees to take extended leave and return to work without career disadvantage.
- 2.2 The principles below apply to the management and consideration of all sabbatical requests:
 - Sabbatical arrangements must support the Council's ability to deliver effective and high quality services to residents.
 - All sabbatical requests will be considered fairly and objectively ensuring that decisions are based on eligibility criteria and operational needs.
 - Decisions to approve or refuse sabbatical requests rest with the Head of Service and must be capable of being explained and evidenced.
 - The terms of any approved sabbatical will be clearly set out in writing, outlining the impact on pay, continuity of employment and return to work arrangements.
 - A sabbatical is a joint arrangement, which requires open communication, planning and cooperation from both the employee and manager.

3 Definition of Sabbatical

- 3.1 A sabbatical, also known as a career break, is an approved period of unpaid extended leave from work, during which the employee remains employed by the Council but is released from their normal duties.

4 Eligibility

- 4.1 An employee may be eligible for a sabbatical where they meet the following criteria:
- Two (2) years' continuous service with Haringey Council at the proposed start date of the sabbatical.
 - No live disciplinary warnings or ongoing employee relations cases.
 - No concerns regarding performance.
 - Satisfactory attendance record, with no absence triggers in the twelve (12) months prior to applying for a sabbatical. Exceptions may be agreed by the Head of Service based on exceptional circumstances.
 - Hold a permanent contract of employment with the Council.
 - A minimum of three years must have elapsed since an employee's last sabbatical.
- 4.2 All applicants are subject to Head of Service approval and subject to service needs, regardless of whether an employee meets the above criteria.

5 Reasons for a Sabbatical

- 5.1 Sabbaticals may be requested for various reasons, including but not limited to:
- Caring responsibilities
 - Volunteering
 - Study or personal development
 - Travel
 - Personal projects
 - Health or wellbeing

6 Duration of Sabbatical

- 6.1 A sabbatical may be granted for a minimum of three (3) months and a maximum of twelve (12) months.
- 6.2 An employee can apply and take one sabbatical every three (3) years. The first sabbatical can be applied for once two (2) years of continuous employment has been completed.
- 6.3 Requests for extensions will be considered only in exceptional circumstances and must be approved by the Head of Service before the agreed end date.
- 6.4 An employee wishing to take a break of less than three (3) months should refer to the [Annual Leave and Time Off policy](#) , as such period does not qualify for a sabbatical.

7 Changes to Terms and Conditions During Sabbatical

- 7.1 During a sabbatical, the employee will not be entitled to the following:
- Occupational annual leave accrual

- Occupational sick pay
- Occupational parental pay (statutory entitlements will still apply where applicable)
- Employer pension contributions
- Any outstanding loans (e.g. season ticket loans), which must be repaid in full before the sabbatical begins
- Use or retention of Council property, all of which must be returned before the sabbatical commences

7.2 An employee on sabbatical will retain the following entitlements:

- The right to return to their substantive post, or to be considered for suitable alternative employment or redeployment if their post is affected by organisational change. Further information can be found in the [Organisational Change policy](#).
- The right to maintain continuous service and to continue accruing statutory annual leave.

8 Pension

8.1 During a sabbatical (or other period of authorised unpaid leave), pension treatment will depend on the length of the unpaid period, see below.

8.2 Unpaid leave of 15 days or more:

8.2.1 Where unpaid leave lasts 15 days or more, the period will not automatically count for pension purposes.

8.2.2 However, employees may elect to buy back the pension lost during the unpaid period through a Qualifying Additional Pension Arrangement (QAPA), where the unpaid leave commenced on or after 1 April 2026.

8.3 Under Qualifying Additional Pension Arrangement (QAPA):

8.3.1 Contributions are based on the employee's normal contribution rate and the pay they would have received had they been at work.

8.3.2 The employer will also pay the pension contributions they would have paid during the period of absence.

8.3.3 The pension purchased will reflect the benefits that would have built up during the period of absence, including full survivor benefits.

8.3.4 No medical evidence is required to enter into a QAPA.

8.3.5 Employees have up to one year from returning to work, or the date they leave the relevant employment (if earlier), to elect to buy back lost pension. The employer may allow a longer period at its discretion.

8.3.6 The contributions can be paid by lump sum or regular deductions from your pay. The Haringey Pensions Team will inform you of the cost and your payment options.

8.4 Death in service

- 8.4.1 In the event of an employee's death whilst on sabbatical leave, LGPS death benefits will be calculated in accordance with the LGPS Regulations and would be equal to the death benefits due before the sabbatical begun.
- 8.4 Employees are strongly advised to contact the Haringey Pensions Team before commencing a period of unpaid leave to understand the implications for their pension benefits.

9 Application Process

- 9.1 An employee must submit a request via [HALO](#) for a sabbatical. Employees who do not have access to HALO should ask their manager to submit the request on their behalf.
- 9.2 Applications must be submitted at least three (3) months before the proposed start date of the sabbatical.
- 9.3 The manager will review the application and make a recommendation to the Head of Service, who will then make the final decision to approve or reject the application.
- 9.4 If the application is declined, the reasons must clearly be provided to the employee in writing by their manager within 28 days of the application.
- 9.5 Once approved, the HR Operations team will record the sabbatical on the employee record and confirm the agreed arrangements in writing. Any outstanding accrued annual leave not taken must be used before the employee begins their sabbatical.

10 Appeal Process

- 10.1 In the event the request for sabbatical is rejected the employee may appeal the decision via HALO within ten (10) working days of receiving the outcome. Employees who do not have access to HALO should ask their manager to submit the appeal on their behalf.
- 10.2 As part of the appeal process the Employee Relations Team will advise the Director on the appeal.
- 10.3 The Director and Employee Relations team will review the written response given to the employee, the original application and the appeal. The Director may also wish to speak with the employee and/or Head of Service.
- 10.4 Following the review, the Director's decision is final and there is no further right of appeal.

11 During Sabbatical

- 11.1 The employee must maintain reasonable contact with the Council.
- 11.2 The manager is responsible for keeping the employee informed if their post is subject to any organisational change while they are absent. The employee will be treated in

the same way as other affected employees and will be entitled to the normal period of redundancy notice if no suitable alternative post is available.

- 11.3 The employee must not undertake paid work that could create a conflict of interest or damage the Council's reputation. Any proposed work during the sabbatical must be declared and approved in advance.
- 11.4 Employees are responsible for notifying their manager of any changes to their contact details, who will then notify the HR Operations team.
- 11.5 If an employee secures alternative employment, they must submit a formal resignation in line with their contractual notice period.
- 11.6 Statutory rights accrued prior to the sabbatical are maintained in line with legislation, including continuity of employment for statutory purposes and eligibility for statutory sick pay.

12 Return to Work

- 12.1 The employee is expected to return to work on the agreed date. Human Resources must be informed immediately of any changes to the originally agreed return to work date.
- 12.2 Before the employee returns, the manager must confirm the return date, ensure the employee's IT account is reactivated and arrange for a laptop to be available. The manager should also hold a return-to-work meeting on the employee's first day and consider whether any re-induction or refresher training is needed to support a smooth transition back to work
- 12.3 The employee has the right to return to their substantive post or to a suitable alternative on no less favourable terms.
- 12.4 In the event an employee wishes to return from sabbatical earlier than initially agreed, requests must be agreed in advance. The manager may delay the return by up to eight (8) weeks where required for business reasons or to manage existing cover arrangements.
- 12.5 An employee will continue to accrue statutory annual leave, including bank holidays, but not contractual annual leave, during the sabbatical. Ideally this accrued leave will be taken at the end of the sabbatical.

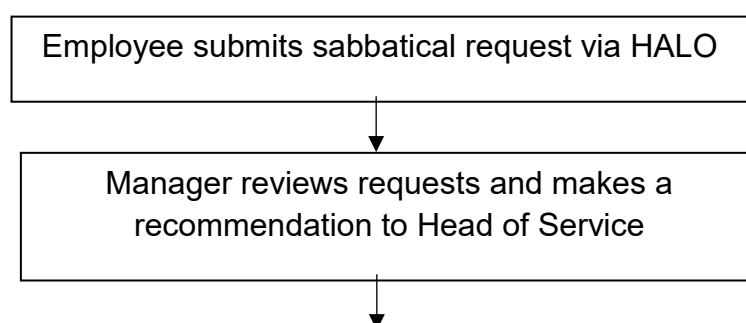
13 Failure to Return

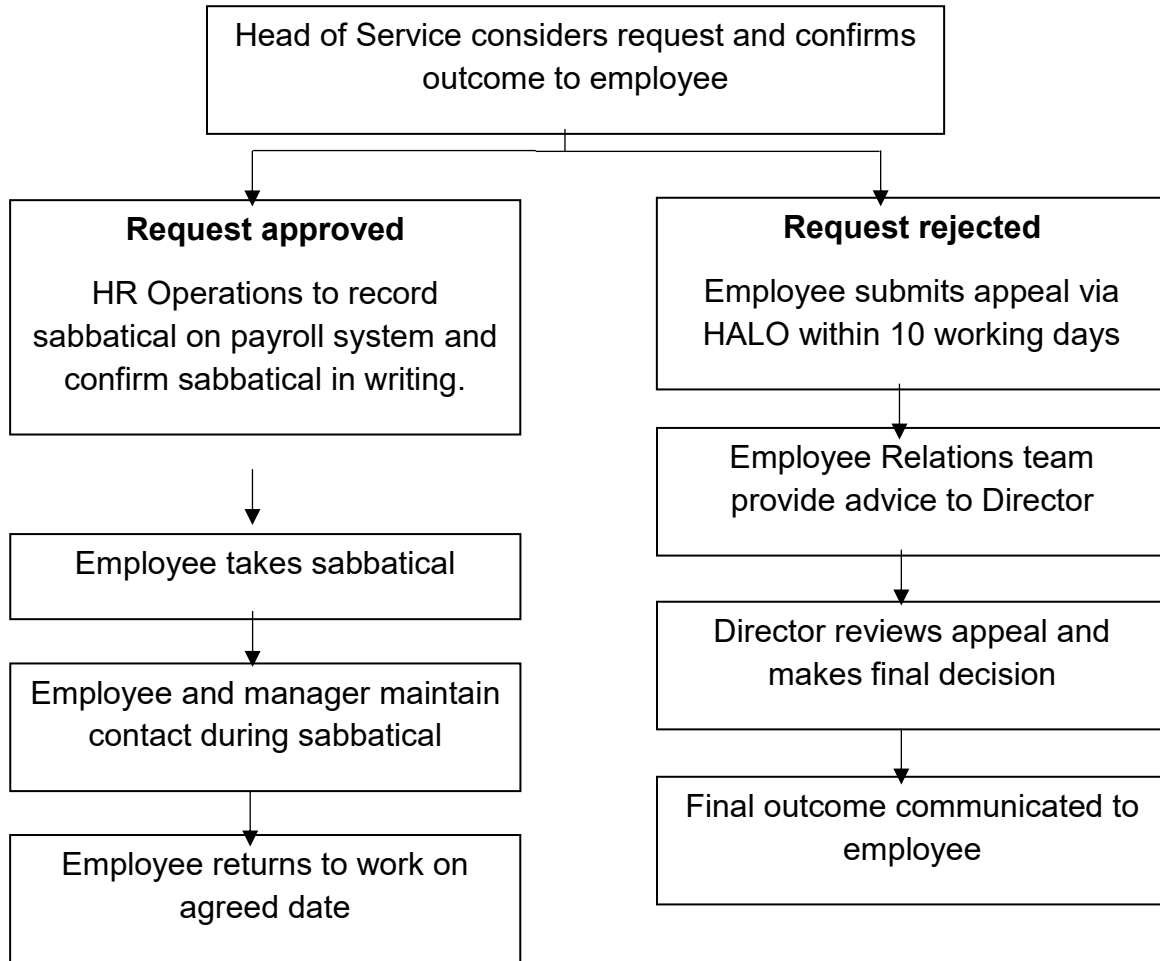
- 13.1 Failure to return on the agreed date without approval may be treated as unauthorised absence and managed under the Council's disciplinary procedure.
- 13.2 Human Resources must be informed immediately if an employee fails to return to work on the agreed date.

14 Further References

Organisational Change Policy
Annual Leave and Time Off Policy

Appendix A - Sabbatical Overview





Document Control

Key Information	
Title	Sabbatical Policy
Document Type	Policy
Document Status	New
Author	Employment Practice Manager
Owner	Head of Employee Relations, Business Partners & Reward

Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V1	June 2026	New policy, using agreed process for policy revision.	YN