

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 25th November, 2019, 7.00 pm - Civic Centre, High Road,
Wood Green,**

Members: Councillors Makbule Gunes (Chair), Patrick Berryman (Vice-Chair), Gideon Bull, Paul Dennison and Reg Rice

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 depositions, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 13 below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. MINUTES (PAGES 1 - 4)

To confirm and sign the minutes of the meeting held on 24 June 2019.

7. REVIEW OF COUNCIL DISCIPLINARY POLICY (PAGES 5 - 38)

This reports seeks the Committee to review and approve the new Disciplinary Policy and Practice Notes ready for implementation with effect from 1st January 2020.

8. UPDATE TO APPRENTICESHIP PROGRAMME (PAGES 39 - 54)

This report provides a summary of the Council's new broader strategic approach to the promotion and use of apprenticeships.

9. DIGNITY AT WORK PRACTICE NOTES (PAGES 55 - 78)

This report provides recommendations for adopting the Dignity at Work practice notes that are to be used alongside the Dignity at Work Policy that was approved by Staffing and Remunerations Committee in June 2019.

10. SOCIAL MEDIA PRACTICE NOTE (PAGES 79 - 90)

This report seeks the Committee to review and approve the new Social Media Practice Notes ready for implementation with effect from 1st January 2020

11. PEOPLE REPORT - DECEMBER 2019 (PAGES 91 - 96)

This 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.

12. NEW ITEMS OF URGENT BUSINESS

To consider any new items of urgent business admitted by the Chair under agenda item 3 above.

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Friday, 15 November 2019

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**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON MONDAY, 24TH JUNE,
2019, 7.00 - 9.05 pm**

PRESENT:

**Councillors: Makbule Gunes (Chair), Patrick Berryman (Vice-Chair),
Gideon Bull, Paul Dennison and Reg Rice**

9. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

10. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

None.

11. URGENT BUSINESS

None.

12. DECLARATIONS OF INTEREST

None.

13. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None.

14. MINUTES

RESOLVED that the minutes of the meeting held on 25 March 2019 be approved.

15. CHILDREN SERVICES SOCIAL WORKER OFFER

Ian Morgan, Reward Strategy Manager, introduced the report as set out. There were particular problems recruiting / retaining social workers within Children's Services, which was not unusual across other local authorities. 2015/16 saw the introduction of a recruitment / retention payment, however, the increase in recruitment of social workers has had a knock on effect on the payment schedule of the retention offer. The purpose of the paper was to therefore amend the payment schedule so that once an officer moved to the retention offer, they would be paid pro-rata in January and July.

In response to questions from the Committee, it was noted that:

- The purpose of the recruitment and retention offer was to encourage the recruitment of experienced social workers. There were separate programmes in place for the recruitment of newly qualified social workers.
- Since the implementation, there had been around a 5% reduction in the use of agency staff. Further information could be provided in an update to the next meeting.

RESOLVED that the amendments to the payment schedule for the Children's Services Social Worker Offer be approved.

16. APPOINTMENT AND DISMISSAL OF SENIOR OFFICERS

Ian Morgan, Reward Strategy Manager, introduced the report as set out. The purpose of the report was for the Committee to consider the proposed changes to Part 4, Section K of the Council's Constitution and provide any comments to the Standards Committee.

The Committee made the following points and requested that these points, along with clarification from Legal be provided to the Standards Committee:

Part 4, Section K

Paragraph 7 (a) – were there any provisions for where investigations may take longer than two months?

Post meeting response: *this is a statutory requirement under the Local Authorities Standing Orders Regs 2001, Schedule 3, Paragraph 3.*

Paragraph 6 (c) – this did not seem to be relevant to Haringey Council, as it seemed to refer to an Executive Mayor – could this be removed?

Post meeting response: *this can be removed.*

Paragraph 9 – the definitions did not include the Chief Executive – should this post be listed?

Post meeting response: *Chief Executive could be added to the list of Corporate Board members.*

Paragraph 4 (b) referred to the appointment / dismissal / discipline of the CE of Alexandra Palace as not being under the remit of the S&R Committee, however paragraph 9 included the Chief Executive of Alexandra Palace under the definition of Director. Clarity was sought as to the meaning of 'as appropriate' – what areas of the role were covered if Paragraph 4 (a) did not apply to the CE of Alexandra Palace?

Post meeting response: *For the purposes of Part 4 Section K, the CE of Alexandra Palace does not need to be included in the definition of 'Director'. This definition applies and is relevant under the Officer Scheme of Delegation at Part 3, Section E, Part 1.*

Paragraph 9 – definitions. Clarity was sought on the listing of the posts under ‘Corporate Board’ and whether any change to the post name would mean that the rules of Part 4 Section K did not apply until the Constitution had been updated.

Post meeting response: *Changes to post names can be updated and approved by the Assistant Director of Corporate Governance, and would not require a decision by Full Council to do so. All posts under the definition of ‘Director’ would be under the remit of S&R.*

Clarity was sought in relation to the number of posts that the Committee would no longer be involved with.

Post meeting response: *In practice, currently this would affect four posts:*

- *Head of Programme Delivery*
- *Head of Construction Related Property Delivery*
- *Chief Information Officer*
- *Capital Accountant*

All posts under the definition of ‘Director’ would be under the remit of S&R.

The Committee requested that responses to these queries be provided to the Standards Committee on 25 June 2019 for their information whilst considering the report.

RESOLVED that the amendment to Part Four, Section K of the Council’s Constitution ‘Officer Employment Procedure Rules’ be noted.

17. PROGRESS OF THE APPRENTICESHIP LEVY

Daksha Desai, Acting Head of HR & Head of Workforce Programmes, and Maxine Sobers, Workforce Resourcing Manager introduced the report as set out.

The Government had introduced the Apprenticeship Levy in April 2017, and it was an area which needed improvement within the Authority. The levy for Haringey was approximately £862,000 per year (including schools), and the apprenticeship target for public bodies was to appoint 50 apprentices per year. There had been a London-wide struggle for boroughs to meet this target.

The following was provided in response to questions from the Committee:

- In Haringey, there had been 36 apprenticeships created. 14 of these were new staff, and 22 internal staff. For schools, there were 18 new staff and 5 internal staff apprenticeships created.
- The main challenges were that apprenticeships were not always readily available, and they required a dedicated resource and central fund. A report would be put to the Council’s Corporate Board to develop a strategic plan.
- There was a need for a central fund to pay for salaries – the levy paid to the Government could only be used for training purposes.
- All levy contributions expired monthly after 24 months, and is redistributed by the HMRC to small businesses. So far, there had been £62,000 of expired funding.

- Where other boroughs had been successful in providing apprenticeship schemes, this was because they had a team of people, and long established programmes in place. Prior to 2015, Haringey had not introduced any apprenticeships for some time.

The Chair requested that regular progress updates be provided to the Committee.

RESOLVED that the report be noted.

18. DIGNITY AT WORK POLICY

Ian Morgan, Reward Strategy Manager, introduced the report as set out. The report sought approval of the Dignity at Work Policy. Officers had worked closely with the Trade Unions and had incorporated most of the comments made.

RESOLVED that the Dignity at Work Policy be approved.

19. CODE OF CONDUCT

Ian Morgan, Reward Strategy Manager, introduced the report as set out. The tone of the policy had changed considerably, and aimed to be not only conforming with current legislation, but to be ahead of it.

RESOLVED that the Code of Conduct be approved.

20. PEOPLE REPORT - MARCH 2019

Ian Morgan, Reward Strategy Manager, introduced the report as set out. It was noted that although the headcount of interims had slightly reduced, the cost had increased.

RESOLVED that the report be noted.

21. NEW ITEMS OF URGENT BUSINESS

None.

22. DATES OF FUTURE MEETINGS

1 October 2019

CHAIR: Councillor Makbule Gunes

Signed by Chair

Date

Report for: Staffing & Remuneration Committee, 26 November 2019

Title: Review of Council Disciplinary Policy

Report authorised by: Richard Grice – Director of Customers, Transformation and Resources

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected: N/A

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

1 Describe the issue under consideration

- 1.1 Policies are not statutes or straightjackets for the reaching of judgments. Rather, the purpose of policy is to enable employers to exercise discretion fairly and lawfully and to provide employees with a degree of certainty as to how that discretion will be exercised.
- 1.2 As part of the Council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Disciplinary Policy (attached as Appendix 1) and Practice Notes (attached as Appendix 2).

2 Cabinet Member Introduction

- 2.1 Not applicable.

3 Recommendations

- 3.1 That the Committee approve the new Disciplinary Policy and Practice Notes ready for implementation with effect from 1st January 2020. A series of training sessions and workshops is planned for both HR staff and line managers during January to update them on the changes.
- 3.2 That the Director of Customers, Transformation and Resources be delegated the power to make minor changes to the policy and practice notes.

4 Reason for Decision

4.1 The policy currently in use was introduced in October 2012. As a key policy it is important to take on board the lessons learned from six years of operation and have a policy that more accurately reflects the organisational changes which have taken place and captures current thinking with regard to good HR practice.

5 Alternative options considered

5.1 The rolling review of HR policy is a requirement of the Internal Audit recommendations.

6 Background information

6.1 The policy covers all current employees other than teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own procedure. senior managers, who have their own policy, as set out in their conditions of service.

6.2 Disciplinary cases that began before 1st January 2020 will be dealt with using the current policy until the conclusion or resolution of their case. Disciplinary cases undertaken on or after 1st January 2020 will be dealt with under the new policy and practice.

6.3 The key changes that have been incorporated include

- a. The policy and procedure have been revised to simplify the process. The policy and procedure have been made clearer and more accessible to all staff across the organisation.
- b. The new procedure clarifies the role and responsibilities of all staff involved in the process.
- c. The levels of sanctions that can be imposed have been reduced and brought in line with recent case law (removing verbal warning as these are no longer used). Timelines have also been added to the policy to ensure consistent sanctions across the organisation. There are now five types of sanctions that can be imposed:
 - First written warning, usually active for six to twelve months.
 - Second written warning, usually active for twelve to twenty-four months.
 - Final written warning, usually active for twenty-four months or more.
 - Summary dismissal without notice.
 - Withholding an increment, usually active for twelve months.
- d. The process for suspending staff has been clarified:
 - The suspension risk assessment has been included to help managers assess the need for a suspension.

- The roles and responsibilities in suspending a member of staff is clarified.
 - Staff will have the right to be accompanied to suspension meetings.
 - A regular review of the suspension will be every ten-days, this is to ensure suspensions don't continue for unnecessarily long periods of time.
- e. The procedure includes all forms and processes needed to undertake a disciplinary in the appendix. Managers have called for a more 'self-service' approach to disciplinaries, where they can manage low level disciplinaries and seek support for more complex cases.

7 Contribution to strategic outcomes

Not applicable.

8 Statutory Officers' comments

8.1 Chief Finance Officer

This report proposes the adoption of a revised Disciplinary Policy and associated Practice Notes. Training sessions and workshops on the changes are planned for both HR staff and line managers and the cost of these will be contained within existing HR budgets. There are no other financial implications arising from this report.

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal Services has been involved in reviewing the proposed Disciplinary Policy and Practice Notes and confirms that it complies with all relevant legislation.

9 Use of Appendices

Appendix 1 - Disciplinary Policy

Appendix 2 - Disciplinary Policy Practice Notes

10 Local government (Access to Information) Act 1985

Not applicable.

Appendix 1 - Disciplinary Policy

September 2019

Table of Contents

1.	Purpose	4
2.	Scope	5
3.	General Principles.....	5
3.1	Aims of the Policy	5
3.2	Standard Setting	5
3.3	Right to be Accompanied	6
3.4	Suspensions	6
3.5	Investigations and Hearings	6
3.6	Sanctions	7
3.7	Appeals.....	7
3.8	Other Considerations	7
4.	Further References	7

1. Purpose

The Council expects a high standard of behaviour and conduct from all employees, as set out in its Code of Conduct; the Disciplinary Policy should be used when an employee's behaviour does not meet those standards.

2. Scope

This policy applies to all Council employees with the exception of:

- teachers directly employed by the council and all staff appointed by schools operating under local management of schools, which have their own policy
- senior managers, who have their own policy, as set out in their conditions of service.

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

3. General Principles

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

3.1 Aims of the Policy

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

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

All disciplinary matters will be dealt with:

- informally where appropriate
- promptly
- sensitively
- consistently
- impartially
- transparently.

In some cases, the behaviour may be found to be so serious that it will be regarded as Gross Misconduct which could lead to an employee's summary dismissal without notice. Further information and examples of Gross Misconduct can be found in the Code of Conduct.

3.2 Standard Setting

Where appropriate, some concerns of substandard behaviour or conduct may be resolved promptly through day-to-day management interventions. Line managers should take every opportunity to raise concerns informally with employees in order to clarify the standards required. Individuals should be given sufficient time in which to demonstrate improved standards.

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

3.3 Right to be Accompanied

An individual has the statutory right to be accompanied at any formal stage of a disciplinary, including a suspension meeting. They may be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union. Legal representation is only permitted where there is potentially a serious ongoing consequence of a disciplinary decision in respect of future employment or career of the employee. Requests for legal representation must be requested in advance of the hearing at a minimum of five working days. These requests will be considered by the Head of Human Resources.

3.4 Suspensions

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

Suspensions can only be approved by an Assistant Director or above, after consultation with the Human Resources team.

The decision to suspend can be made at any point during the disciplinary process. A suspension from duty is a neutral act and is not a presumption of guilt and will only be used to allow for a full and prompt investigation of the allegation. To ensure that suspension periods are kept to a minimum they will be frequently and regularly reviewed to ensure the suspension is still appropriate.

3.5 Investigations and Hearings

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

Disciplinary investigations will be dealt with in a reasonable timeframe and carried out or overseen by the employee's line manager, where this not appropriate an investigator will be nominated by HR. A hearing will be arranged as soon as is reasonably practicable after the completion of the investigation report.

The purpose of the hearing will be to:

- hear the allegations and the findings of the disciplinary investigation
- allow the individual to respond to the allegation, ask questions and discuss the evidence
- allow the employee to put their case including any mitigating circumstances
- provide a full account of the case to inform the outcome of the hearing
- hear from witnesses for either the employer or employee and to allow questions

The outcome of the hearing will be based on the evidence that has been presented and will reach a conclusion based on the balance of probabilities.

3.6 Sanctions

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

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

- first written warning, usually active for six to twelve months
- second written warning, usually active for twelve to twenty-four months
- final written warning, usually active for twenty-four months or more
- withholding an increment, usually active for a maximum of twenty-four months but will be reviewed at twelve months.

The outcome of the disciplinary hearing will be communicated to the employee in writing within five working days of the decision, and will set out the findings made by the chair and the disciplinary sanction and the reasons why this sanction is appropriate and why other sanctions were not appropriate this taking into account any mitigation put forward.

3.7 Appeals

The individual may appeal the outcome of the disciplinary hearing.

- appeals lodged against a sanction less than dismissal will be reviewed by an officer more senior level than the officer who chaired the original hearing
- appeals against dismissal will be heard by a panel of members.

3.8 Other Considerations

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

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

4. Further References

Disciplinary Policy Practice Notes

[Code of Conduct](#)

[Dignity at Work Policy](#)

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

[Grievance Policy](#)

Document Control

Key Information	
Title	Disciplinary Policy
Document Type	Policy
Document Status	Draft revision
Author	HR Policy Officer, Haringey
Owner	Corporate Board
Contact	HR Policy Officer, Haringey
Date of Publication	tba
Date of Review	September 2019

Revision History			
Version	Date	Summary of Changes	Name
0.1	25/09/2019	Draft policy revision	SB
0.2	29/09/2019	Draft with further HR comments	IM
0.3	11/10/19	Draft with TU and network comments	SB

Appendix – 2 Disciplinary Policy Practice Notes

CONTENTS

<u>1.</u>	<u>Introduction</u>	11
<u>2.</u>	<u>Scope</u>	11
<u>3.</u>	<u>Roles and Responsibilities</u>	12
	<u>3.1 Individual</u>	12
	<u>3.2 Line Manager</u>	12
	<u>3.3 Staff Representative</u>	12
	<u>3.4 Human Resources</u>	13
	<u>3.5 Investigator</u>	13
	<u>3.6 Chair</u>	13
	<u>3.7 Appeal Chair</u>	14
	<u>3.8 Commissioning Manager</u>	14
	<u>3.9 Members</u>	14
<u>4.</u>	<u>Confidentiality</u>	14
<u>5.</u>	<u>Standard Setting</u>	14
<u>6.</u>	<u>The Right to be Accompanied</u>	15
<u>7.</u>	<u>Suspension</u>	16
<u>8.</u>	<u>Fact Finding and the Preliminary Investigation</u>	17
<u>9.</u>	<u>Formal Action</u>	17
	<u>9.1 Investigation</u>	17
	<u>9.2 Disciplinary Hearing</u>	17
	<u>9.2.1 Simplified Process</u>	18
	<u>9.2.2 Full Process</u>	18
	<u>9.3 Outcome</u>	19
<u>10.</u>	<u>Appeal</u>	19

<u>11.</u>	<u>Support</u>	20
<u>12.</u>	<u>Appendices</u>	20
	<u>A – Suspension Risk Assessment</u>	<u>20</u>
	<u>B – Suspension Letter Template</u>	<u>22</u>
	<u>C – Flow Chart (standard setting)</u>	<u>24</u>
	<u>D – Flow Chart (Formal Process)</u>	<u>24</u>
	<u>E – Disciplinary Report Template</u>	<u>25</u>
	<u>F – Invitation to Hearing Template</u>	<u>27</u>
	<u>G – Procedures for Conducting a Formal Disciplinary Hearing</u>	<u>28</u>
	<u>H – Sanction Letter Template</u>	<u>30</u>
	<u>I – Examples of Gross Misconduct</u>	<u>32</u>
	<u>J – Examples of Misconduct</u>	<u>33</u>

1) Introduction

The Council expects a high standard of behaviour and conduct from all employees; the disciplinary policy and practice notes provide a framework for employers to take appropriate corrective action where those standards are not met. These standards are set out within the Council’s Code of Conduct.

The effective handling of unsatisfactory behaviour contributes to the maintenance of high standards of behaviour from all employees in line with our values:

- Human
- Ambitious
- Accountable
- Professional

These practice notes are should be read in alongside the Disciplinary Policy to ensure the appropriate, consistent and effective handling of a disciplinary.

2) Scope

The disciplinary policy applies in cases of employee misconduct; and applies to all Haringey Council employees.

Except:

- Teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own policy.
- Senior managers, who have their own policy, as set out in their conditions of service.

N.B. Managers should refer to the Council's Probationary Procedure where an individual is still within their probationary period. Allegations of misconduct from agency workers should be addressed through their employing agency.

3) Roles and Responsibilities

1.1 Individual

- To co-operate fully at all stages of the disciplinary procedure.
- Prioritise attendance at all meetings to enable facts to be established as promptly and fully as possible.
- Maintain confidentiality.
- Answer questions open and honestly.
- Make own arrangements to be accompanied at formal meetings by a recognised trade union or work colleague

1.2 Line Manager

- To ensure employees are fully aware of the standards expected from them through the Council's Code of Conduct and this Disciplinary Procedure.
- Wherever possible and appropriate seek to resolve the issue informally and at the earliest opportunity.
- Act as the commissioning manager where possible.
- If applicable, attend a disciplinary hearing to present the management case.
- Prioritise meetings and maintain confidentiality.
- Seek advice and support from HR where necessary.

1.3 Staff Representative

- Represent or accompany members at formal meetings.
- At formal meetings, address the meeting to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting.

- They cannot answer questions on the employee's behalf, address the meeting if the employee does not wish it or prevent the Council from explaining their case.
- Prioritise meetings and maintain confidentiality.

1.4 Human Resources

- To provide impartial advice and guidance to all parties involved on the application of the Disciplinary Policy and Procedure.
- Make the final decision in the event of an objection from an employee to a particular manager's involvement in the formal process.
- Maintain a pool of suitably trained investigators, chairs and panel members.
- Retain master copies of all documentation gathered as part of the process in line with our retention schedules.
- Record and monitor disciplinaries across the organisation.
- Train newly appointed and existing line managers in the disciplinary procedure.
- Prioritise meetings and maintain confidentiality.

1.5 Investigator

- Carry out a thorough and impartial investigation without unreasonable delay.
- To keep accurate records of all meetings, conversations and queries from line managers, individuals and their representatives.
- Gather all the information to produce a report to the agreed deadline.
- Be in contact with the employee regularly to update them on the progress of the disciplinary investigation.
- Have regular contact with the Head of Service and the line-manager ensuring progress and updates are provided on a regular basis.
- If applicable, attend a disciplinary hearing to present the investigation findings.
- Prioritise meetings and maintain confidentiality.
- Use the guidance provided by ACAS where necessary
www.acas.org.uk/investigations

1.6 Chair

- Review and thoroughly consider the investigation findings.
- Chair the disciplinary hearing and make a decision in relation to the case.
- If applicable, attend an appeal hearing to present the management case.
- Prioritise the hearing and maintain confidentiality.

- Confirm the decision in writing as soon as possible.

1.7 Appeal Chair

- Review all documentation thoroughly and chair an appeal hearing.
- Carefully consider all of the information presented at a final hearing and make a final decision in relation to the appropriateness of the disciplinary sanction.
- Prioritise the hearing and maintain confidentiality.
- Confirm the decision to appellant in writing within 3 days.

1.8 Commissioning Manager

- To begin the disciplinary process as soon as the incident happens or comes to light.
- To undertake a suspension risk assessment where necessary.
- To organise for the investigation to take place.
- To ensure that the disciplinary process is progressing and communicate this will those involved on a regular basis.
- To organise the chair of the hearing, supported by HR.

1.9 Members

- Attend an appeal against a dismissal.
- Attend a tribunal where necessary.

4) Confidentiality

Many aspects of the disciplinary procedure are confidential and those involved in it should avoid disclosing the nature of the case or the outcome to any person who is not party to the process except when seeking technical advice from Legal or Human Resources.

5) Standard Setting

Setting expectations and standards throughout employment is the best way of preventing misconduct, however, if issues of misconduct occur early intervention is crucial. Where possible, managers should try to deal with issues informally as part of day-to-day management supervision before they turn into a more serious problem, e.g. smoking in a smoke free zone for the first time.

An informal conversation from an employee's line-manager is often all that is required to resolve an issue, this way the employee is made aware of the problem and can correct it within a reasonable timeframe.

This should be a supportive process aimed at pointing out any issues and to establish any difficulties or problems the employee may be facing. The emphasis should be on supporting the employee to make improvements so that they can meet the councils expected standards.

The line-manager should try to resolve issues in the first instance by:

- Privately talking with the employee concerned
- Pointing out any issues of misconduct
- Using constructive criticism
- Listening to the employee's point of view and mitigating circumstances
- Agreeing improvements to be made
- Agree on a reasonable timeframe for improvements

At this stage it's advisable for the manager to keep notes of the discussion and any action agreed.

The manager should make it clear that this is not a formal disciplinary and so there is no right to be accompanied, however, if their conduct fails to improve the next step would involve formal measures.

6) The Right to be Accompanied

Individuals attending any disciplinary meeting, including a suspension meeting, have the statutory right to be accompanied by a work colleague, a trade union representative or an official employed by a trade union if the disciplinary meeting could result in a formal warning or some other disciplinary action.

The companion is allowed to address the disciplinary meeting, or hearing on behalf of the employee, to present evidence, ask questions of the witnesses and sum up the employee's case, and if required, to respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting.

There is no general right to be legally represented during a disciplinary. Legal representation will usually only be permitted where the employee is a member of a profession and there may be potentially serious ongoing consequences as a result of a disciplinary decision in respect of the future employment or career of the employee. Requests for legal representation must be requested in advance of the hearing at a minimum of five working days. These requests will be considered by the Head of Human Resources.

7) Suspension

In some instances, it may be necessary to suspend an employee as the alleged misconduct is so serious that their presence will no longer be tolerated in the workplace.

This might be in one or more of the following circumstances:

- There is no reasonable alternative to suspension
- There are grounds for believing that the employee's continued presence in the workplace could result in a repeat offence or hinder the investigation or disciplinary process

In cases where a decision to suspend is less clear, a Suspension Risk Assessment (Appendix A) should be carried out by the line manager as soon as the incident happens, or comes to light, to determine whether an employee should be suspended or not. The decision to suspend can be made at any point during the disciplinary process.

A decision to suspend must be approved by an Assistant Director after consultation with HR.

A suspension meeting should be held as soon as possible and chaired by the manager or Head of Service, supported by HR. The meeting will be recorded. The employee has the right to be accompanied at a suspension meeting, however, if the employee's companion is not able to attend the meeting may go ahead as planned.

At the meeting the chair will:

- Outline the reason for suspension
- How regularly the suspension will be reviewed
- That the suspension will be on normal pay, unless otherwise agree with the Head of HR
- That the employee must be contactable and available for work during normal working times and must follow the normal rules for sickness, leave etc.
- That the employee must not contact any Council employee except their manager, the Investigating Officer and their Trades Union representative or work colleague (who will accompany them during the process)

The decision to suspend should be confirmed in writing as soon as possible following the suspension meeting, using the Suspension Letter provided by HR. A period of suspension should be kept as brief as possible and regularly reviewed, at a minimum of, every ten days to ensure it is still necessary.

Non-compliance with the process on the part of the employee may result in their pay being withheld or further disciplinary sanctions made.

8) Fact Finding and the Preliminary Investigation

In some cases where it is unclear whether a full investigation is necessary it may be appropriate to undertake a preliminary investigation by the employee's line manager as soon as practicable, and within five working days of the incident.

An employee who is the subject of a preliminary investigation will be told promptly that the investigation is taking place and why.

The preliminary investigation will determine if there is a disciplinary case to answer, and whether the issue is potential misconduct or gross misconduct.

9) Formal Action

1.10 Investigation

A formal investigation will be carried out by the employee's line manager, where this is not appropriate HR will nominate a trained investigator. This will not normally be the same person who chairs the disciplinary meeting. The investigating manager will look to gather evidence as follows:

- A clear account of the allegation / issue / conduct and its implications.
- Evidence of the expected standard e.g. Code of Conduct.
- Evidence of the breach e.g. documents, witness statements
- The employee's version of events
- Mitigation e.g. issues at work or away from work affecting conduct

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

The investigating manager will prepare a report using the Disciplinary Report template (Appendix E) which includes their recommendation and whether there is a case to answer at a formal disciplinary hearing or whether it should be dealt with informally. The employee will be informed of the decision within five working days, unless there is justifiable reason for delay.

N.B. Further guidance for carrying out investigations can be found on the ACAS website, www.acas.org.uk/investigations

1.11 Disciplinary Hearing

Where a disciplinary hearing is needed, a chair will be nominated by the appropriate Head of Service after consultation with HR. Where possible the chair will have had no

previous involvement in the case. In cases where the possible outcome is dismissal the chair must be a Head of Service or above.

The chair will write to the employee to notify them of the allegations against them and the basis of those allegations and invite them to the hearing. The invitation letter will include a copy of the evidence to be considered at the hearing. It will also confirm any witness's management will be calling and provide the employee a deadline to submit any documents they intend to rely upon and names of any witnesses they wish to call. In cases where the outcome may be dismissal the letter must warn the employee of this. A template invitation letter is available from HR.

The employee will be given at least 5 working days' notice of the hearing and will have the right to be accompanied at the hearing.

1.11.1 Simplified Process

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

The simplified process should be attended by the employee and their companion; line manager, chair of the hearing, a representative and a member of the HR team.

The chair will detail the disciplinary case against the employee and agree the sanction (detailed below in the paragraph headed Outcome below and must be less than dismissal) based on their admittance of the issue.

1.11.2 Full Process

If the employee wishes to submit any written submissions and/or provide any names of witnesses they may wish to call to the hearing, they should do this at least five working days prior to the hearing.

The full process will usually be attended by the employee and their companion; line manager, chair of the hearing, a member of the HR team, the investigating manager and witnesses where appropriate (only while giving evidence). The hearing will be recorded.

The hearing will be conducted in accordance with the Council's Procedures for Conducting A Formal Disciplinary Hearing (Appendix G), but will generally follow these steps:

- The chair will explain the case against them and go through the evidence gathered during the investigation, including any evidence given by witnesses appearing in person.

- The employee will be allowed to set out their case and answer any allegations that have been made.
- The employee will have an opportunity to ask questions, present evidence, call relevant witnesses and be able to raise points about any information provided by witnesses.

1.12 Outcome

Following the meeting, the chair will review the evidence and decide on the appropriate outcome.

In cases where facts are in dispute a decision will be made on the balance of probabilities; which is where 'there is a genuine belief that the offence(s) have occurred and there are reasonable grounds for having reached this, then the decision will be considered to be fair'.

The chair may issue a sanction:

- First written warning, usually active for six to twelve months.
- Second written warning, usually active for twelve to twenty-four months.
- Final written warning, usually active for twenty-four months or more.
- Summary dismissal without notice.
- Withholding an increment, usually active for twelve months.

The confirmation sent to the employee following the hearing must clearly outline the sanction imposed and where appropriate, the length of time that it will be in place and any potential consequences of further misconduct including dismissal, sent by the chair.

10) Appeal

The employee has a right to appeal against any disciplinary decision.

The appeal should be in writing and sent to H R within 10 working days of the date of the outcome of the hearing. The appeal should contain the grounds on which the employee is dissatisfied with the decision.

The commissioning manager, in consultation with HR will organise the Appeal Hearing.

- Appeals lodged against a written warning will be reviewed by an officer of a higher level than the officer who chaired the original hearing or another manager at the same level from outside the appellant's directorate.
- Appeals against dismissal will be heard by a panel of Members.

The outcome of the appeal will be communicated to the employee in writing and without unreasonable delay. The appeal outcome can confirm the original disciplinary sanction or decrease it, but not increase it as it is not a rehearing of the case.

11) Support

The Council recognises that the disciplinary process can be a cause of worry and anxiety to many and are committed to supporting all staff throughout their employment who may have concerns. Staff can seek advice and support through the Employee Assistance Programme, Human Resources or their trade union.

12) Appendices

The following appendices are templates and guidance that managers may use to support them in conducting a Disciplinary. The templates provided are for disciplinaries relating to misconduct, for templates relating to cases of gross misconduct it is recommended that managers seek support from HR who have a suit of resources that can be used in cases of gross misconduct.

A – Suspension risk assessment

Date:			
Manager:			
HR Lead:			
Name of Employee:			
Department:			
Issue/Incident:			
Reported by:			
Evidence obtained prior to Risk Assessment:			
Potential Risks	Is this a Risk Yes/No	Explanation	Risks Likelihood 1=Rare 2=Unlikely 3=Possible 4=Likely

			5=Almost Certain
Risk of harm to public/service users			
Risk of harm to employees			
Risk of harm to self			
Risk of harm to council property			
Risk of harm to council (e.g reputational damage)			
Risk of Fraud			
Risk of Service Provision			
Risk of employee interfering with evidence during investigation			
Risk of employee influencing witnesses during investigation			

Actions to be considered to reduce risk without suspending employee:

1. Employee remains at work and duties are temporarily amended and/or
2. Employee remains at work and place of work/the team in which the employee works is temporarily changed; and/or
3. Employee remains at work under increased supervision

Decision following Risk Analysis

Having considered the factors and risks outlined above and whether such risks can be managed without resorting to suspension, the manager has the following option available to them.

1. Employee remains at work and no changes are made to place of work or duties; and/or
2. Employee remains at work and duties are temporarily amended and/or
3. Employee remains at work and place of work/the team in which the employee works is temporarily changed, and/or
4. Employee remains at work under suspension

Or

5. Employee is suspended

Please record the decision taken and the reasons for the decision.

Outcome

Outcome of Assessment and Decision

Date:

Signed:

Job Title:

Date:

Signed:

HR Lead:

B – Suspension letter template

Strictly private and confidential

**1st Class Special Delivery or
1st Class Mail and By hand**

Dear

RE: DISCIPLINARY PROCEDURE – CODE OF CONDUCT (Including Disciplinary Rules): SUSPENSION

I am writing further to our meeting held on (insert date) to confirm the decision to suspend you from your duties with effect from (insert date of suspension meeting).

The suspension will be on normal pay and will operate until there has been time to fully investigate the allegation(s) of:

- * (detail the allegation(s)) **Insert relevant wording from code of conduct <http://intranet/shared-service-centre/human-resources/hr-policies-and-procedures-library#cpolicies> AND detail the allegation AND date alleged to have taken place**

We reserve the right to change or add to these allegations as appropriate, in the light of our investigation.

Every effort will be made to complete the investigation as soon as practicable. You will be given every opportunity to state your position as part of the investigation. At such

time you can be accompanied by a Trade Union representative or colleague. You must make your own arrangements in this respect.

During this suspension, you are not to enter any Haringey Council premises, use council systems, nor make contact with any colleagues without the express permission of your manager.

You may access the Council's Employee Assistance Programme (EAP) scheme for emotional support and advice. The EAP scheme is provided by People at Work and is a free and confidential for all employees. You can contact them by phone on 020 3286 1545, by email support@peopleatwork.co.uk or online at

www.peopleatwork.co.uk/my-eap/login

- Log in: **Haringey**
- Password: **Support10**

You must also make yourself available during normal working hours. If you wish to take any annual leave during the period of your suspension then this needs to be authorised by your Line Manager in the normal way. If you are sick at any point during your suspension then you must follow the normal sickness reporting procedures. If you wish to request any other leave then the normal authorisation/notification procedures apply; I enclose a guidance sheet for information.

You should be aware that if you are required to be registered with a professional organisation as part of your employment eg as a Social Worker, Teacher, Youth Worker, the Council has a duty to advise the organisation of your suspension.

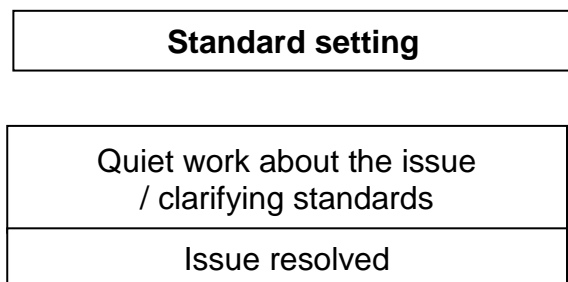
Yours sincerely

Manager Name

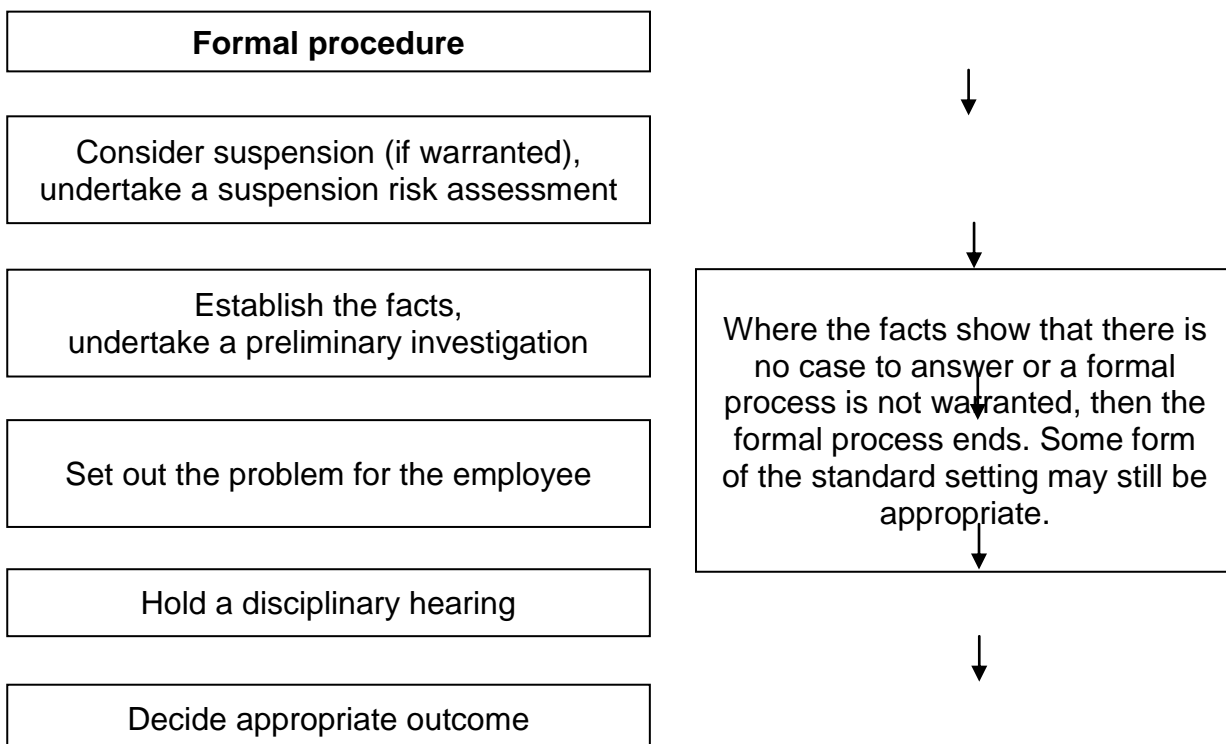
Job Title

Enc Information for Staff suspended from duty

C – Flow chart (standard setting)



D – Flow chart (formal process)





Allow an appeal

E – Disciplinary report template

Strictly confidential

Report of a Management Investigation

Investigation report into allegations against

Name of Investigator:

Date of Report:

1 INTRODUCTION

13) This report is of an investigation I conducted under the Council’s Disciplinary Procedure. I am (name and role length of service)

14) The investigation was instigated by..... following allegations against made by in respect of .

15) was suspended from duty on.....in order to fully investigate the following serious allegations:

16) The above constitutes an allegation of gross misconduct i.e a serious breach of the Councils Disciplinary Code of Conduct.

2. BACKGROUND

1.has been an employee of Haringey Council since . He/ she was appointed as a.....

2. The Service (describe service provided).

3. The main expectations of role are that .

3. CONDUCT OF THE INVESTIGATION

1) I met with onto ascertain the initial fact finding conducted into the case

2) I interviewed andon witness statements were compiled on the basis of these interviews, which are included on pages ... to

3) I interviewedon..... . A transcript of the interview is on page

4) The investigation was conducted impartially and in accordance with the Council's policies and procedures.

4. FINDINGS

1) In his/her interview on..... states that.....

2) In his/ her witness interview states that

3) In an email dated from ... toshe /he states that

4) Document.....dated ...set out

CONCLUSIONS

Having interviewed all those described above, I have come to the following conclusions

For example;

1) admitted(the allegation) and has (apologised/ explained the mitigating circumstances)

2) The witness statement provided by corroborates’s claim that

3) The information provided in ... (documents) demonstrate that

4) The contradictions in the statements ofand..... are in my opinion more than can be accounted for by an honest difference in perception.

4. RECOMMENDATION

I recommend that this matter is brought before a disciplinary hearing to consider the

following allegations of gross misconduct:

- 1) that .
- 2) that .

Signed xxxxxxxx

Date: **.

F – Invitation to hearing template

DISCIPLINE - REQUEST TO ATTEND A DISCIPLINARY HEARING - MISCONDUCT

Strictly Private and Confidential

**By Hand or
1st Class Mail and
1st Class Recorded Delivery**

Dear

RE: DISCIPLINARY CODE OF PRACTICE: DISCIPLINARY HEARING

I am writing to inform you that you are required to attend a disciplinary hearing, which will be chaired by (name of manager hearing the case and their title) on(date) at (time) in..... (place).

The hearing will consider an allegation of misconduct, specifically:

* (Detail the allegation(s)).

I enclose a copy of the procedure that will be used at the disciplinary hearing and the documents (as listed) that will be referred to by management during the hearing. Management will be calling the following witness(es): (name(s) of witness(es)).

You are required to provide management with copies of any documents you will be referring to at the hearing and any witnesses that you may be calling, at least two working days before the hearing. You are advised that you are entitled to be represented by a Trade Union representative or colleague and should make your own arrangements to this end.

I must also advise you that, should you be unable to attend the hearing due to

sickness, then you must obtain and provide, prior to the hearing, a medical certificate/statement from your doctor specifically stating that you cannot attend the hearing due to sickness. A general medical certificate covering the day in question will not be sufficient. In this circumstance, the hearing officer will make the decision whether to defer the case or to hear it in your absence

Yours sincerely

Name
Title

G – Procedures for conducting a formal disciplinary hearing

HR ADVISORY NOTE: Disciplinary Hearing Formal Procedure

Introductions

The Chair will ask those present to introduce themselves and explain the purpose of the hearing:

This disciplinary hearing has been convened to hear all relevant and appropriate evidence about the alleged gross misconduct against EMPLOYEE X specifically:

- DETAILS OF ALLEGATIONS AS DETAILED IN LETTER
- That you acted in a way that could bring the Council into disrepute

The hearing also provides **EMPLOYEE X** with an opportunity to present her/his defence.

As the decision maker, I need to be clear that I have heard all the evidence and information to be able to reach a fair and balanced decision.

Summary of the hearing procedure

Management Case

1. The case against the employee will be presented first, including calling any witnesses.
2. The employee, or their representative, will have the opportunity to ask questions of the manager and any witnesses that may have been called.
3. The Chair, and adviser/s, may ask questions of the manager and any witnesses that may have been called.
4. Following questions the manager has the opportunity to re-examine the witness.

Employee side Case

5. Then the employee and/or their representative will present their defence including calling any witnesses.
6. The manager will have the opportunity to ask questions of the employee, or their rep, and any witnesses that may have been called.
7. The Chair, and HR Adviser, may ask questions of the employee, and/or their rep, and any witnesses that may have been called.
8. Following questions the employee or rep has the opportunity to re-examine their witness.

All Parties have presented their Cases

Case Summary by all Parties

9. Once the case and defence have been presented both sides will have an opportunity to give the hearing a summary of their cases. The case against the employee will be summarised first. No new evidence can be introduced in closing statements.
10. During the employees closing statement any mitigation as to why a particular sanction should not be imposed will also be given.

Chair's Deliberation

11. The Manager presenting the case and the employee and rep will leave the hearing to allow the Chair and HR Adviser to deliberate in private. The parties can be recalled to clarify any points of uncertainty.
12. Having deliberated, the Chair will generally recall both parties to the room in order to give a decision on the case. It may sometimes be necessary for the Chair to give a decision on the case at a later date if the deliberations are likely to last a long time.

Close of Hearing

H – SANCTION LETTER TEMPLATE

DISCIPLINE - WRITTEN WARNING - MISCONDUCT

Strictly Private and Confidential

[Insert date]

[Insert Name]

This matter is being dealt with by: [insert name]

[ADD1]

Telephone: 020 8489 [insert ext]

[ADD2]

Email: [insert email]@haringey.gov.uk

[ADD3]

Delivery By: 1st Class & Special Delivery

Dear [Insert Name]

RE: DISCIPLINARY PROCEDURE – CODE OF CONDUCT (Including Disciplinary Rules): WRITTEN WARNING

I am writing to confirm my decision made at the disciplinary hearing on (date) at (location) at which you were represented by (name and union) (or "at which you chose not to have a representative present").

The hearing considered the following:

- * (detail the allegation(s), as in the letter calling the employee to the hearing)

After very careful consideration of all the relevant evidence produced at the hearing, (I found the allegation(s) substantiated) (or " on the balance of probabilities, I find the allegation(s) substantiated") and this amounts to misconduct.

- * (detail the reasons why the allegation(s) was/were substantiated)

Consequently, I am issuing you with this written warning which will be held on your file but disregarded for disciplinary purposes after a period of six/twelve months.

I must however inform you that any further breaches of conduct in this period could make you liable to further disciplinary action under Section 6.7 of the Council's

Disciplinary procedures which could result in further disciplinary sanction/s.

RIGHT OF APPEAL

You have the right of appeal against the sanction. The appeal will be a review conducted by a more senior manager than the person who imposed the original sanction. If a Second or First Tier manager made the decision another manager at the same levels may conduct the appeal.

If you decide to appeal, you are required to do so in writing within 10 working days of the date of the letter confirming the decision of the disciplinary hearing by completing the enclosed Appeal Submission Form.

The grounds of appeal must clearly layout full reasons for making the appeal including whether it is:

- against the basis on which the allegation/s was found to be proven
- against the level of sanction imposed
- that the process followed at the original hearing was incorrect
- to take into account evidence which came to light after the hearing and which you believe to have a material effect on the outcome of the case

Failure to supply full reasons for making the appeal will render the appeal suspended until full reasons are supplied. This will be the decision of the Head of Human Resources, Alexandra House, 10 Station Road, Wood Green, London, N22 4TR.

Yours sincerely

Name
Title

DISCIPLINARY PROCEDURE: APPEAL SUBMISSION FORM

Employees who receive a formal sanction of a written warning or above have a right of appeal against this decision. The appeal must be made in writing using this form. The completed form must be returned within 10 working days of the date of the decision letter and must be completed in full, outlining the reasons for the appeal.

Name		Service	
-------------	--	----------------	--

Job Title		Contact Telephone	
Line Manager		Trade Union Rep	
Summary of Finding at Final Hearing:			
<ol style="list-style-type: none"> 1. Dismissal 2. Other sanction – (please specify) 			
Indicate your reason for making the appeal			
1. Against the basis on which the allegation was found to be proven		2. Against the level of sanction imposed	
3. That the process followed at the original hearing was incorrect		4. To take into account evidence which came to light after the hearing and which you believe to have a material effect on the outcome of the case	
Please outline your appeal, giving as much detail as you can (including any evidence you have to substantiate your appeal) (please include your name on any supplementary sheet submitted)			
Please note that your appeal will not be lodged until the form is completed in full.			
Signature		Date	
<p>The completed form must be returned to: HEAD OF HR, LEVEL 5 ALEXANDRA HOUSE, 10 STATION RD, WOOD GREEN, LONDON N22 7TR</p>			

I – EXAMPLES OF GROSS MISCONDUCT

In line with our values, there are some acts that could be described as gross misconduct, for example:

- removing, deliberately damaging or misusing council property
- using the internet, email, social media, electronic software and information systems inappropriately
- acts of dishonesty, including theft and fraud
- deliberate falsification of statements, time sheets, expenses claims, etc.
- inappropriate or offensive behaviour towards customers or colleagues including bullying, sexual or racial harassment
- physical violence
- improper use of your position or the Council's name for personal gain including the soliciting or acceptance of bribes
- being under the influence of alcohol or drugs at while at work
- deliberate failure or refusal to carry out reasonable management instructions relevant to the duties of your post.
- carelessness or negligence, causing loss, damage or injury; or a serious breach of health and safety practice.

These are just examples and are not intended to be exhaustive.

J – EXAMPLES OF MISCONDUCT

Misconduct is any action which are deemed as a lower level misconduct but where it is not appropriate to be dealt with informally or where there is a repetition of minor misbehaviour/misconduct following the informal stage.

Examples of misconduct:

- Persistent lateness
- Not following a manager's instruction
- Not following the Council policies or procedures
- Using inappropriate language

Document Control

Key Information	
Title	Disciplinary Policy Practice Notes
Document Type	Practice Notes
Document Status	
Author	HR Policy Officer, Haringey
Owner	Human Resources
Contact	HR Policy Officer, Haringey
Date of Publication	To be agreed
Date of Review	To be agreed

Revision History			
Version	Date	Summary of Changes	Name
0.1	25/09/2019	Draft	SB
0.2	30/09/2019	Draft with HR comments	SB
0.3	14/10/19	Draft with TU and Network comments	SB
0.4	01/11/19	Final draft	SB

Report for: Staffing & Remuneration Committee, 26 November 2019

Title: Update to Apprenticeship Programme

Report

authorised by: Richard Grice, Director of Customer, Transformation and Resources

Lead Officer: Maxine Sobers, Workforce Resource Manager

Ward(s) affected: none

Report for Key/

Non Key Decision: none

1. Describe the issue under consideration

- 1.1. In July 2019, members of this Committee received an update on the Council's apprenticeship scheme following the introduction of the apprenticeship levy and public sector targets in 2017.
- 1.2. Since that time, the Council has developed a broader strategic approach to the promotion and use of apprenticeships. This report provides a summary of that strategy and planned next steps.
- 1.3. Appendix 1 provides a more detailed report, which will be used to deliver this item for Staffing and Remuneration committee.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

This report is for information and for the Committee to note the current position.

4. Reason for Decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

- 6.1. See Appendix 1 – presentation

7. Current Position as at October 2019

- 7.1 Since the Committee met in July 2019, the Council has appointed five apprentices and a further seven roles are in the process of being recruited. The below table illustrates we are steadily increasing the number of apprenticeships created each year. However, like many organisations we are some way off from meeting the public sector targets recommended by Government.

Year	Haringey Schools				Actual	Overall Target
	New staff	Existing staff	New staff	Existing staff		
						50 Haringey 80 Schools
2017/18	5	0	13	0	18	130
2018/19	7	19	5	4	35	130
2019/20	7	8	2	3	20	130
Totals	19	27	20	7	73	390
	+ 7 pending	+1 pending		1 transfer		

7.2 The table below provides levy spend details as of October 2019.

Levy paid to HMRC by the Council	£1,951,878
Levy paid back by HMRC (includes 10% top up) into our digital account, available to pay for training	£2,140,891
Amount spent on training to date	£94,553
Amount expired	£348,762
Amount transferred to non-levy organisation	£17,740

8. **Contribution to strategic outcomes**

The development of an apprenticeship approach and offer contributes to the Workforce Development Strategy 2019-2023 and Borough Plan of same period.

9. **Statutory Officers' comments**

10. **Chief Finance Officer**

The Council's annual Apprenticeship Levy contribution (including Schools) is c.£800,000 (£1,951,878 paid in total to date) which goes into our digital account along with a 10% top-up provided by Government. Unspent levy amounts over 24 months old expire and are deducted monthly from the account. These are c.£60,000 per month (£348,762 to date). Increasing the number of apprenticeship starts, within the constraints of existing staffing budgets, will make a greater use of our levy contribution as would identifying opportunities to transfer some of our levy to partner/other organisations who perhaps have the resources to pay the salary, if they are growing in size, but don't have the extra to pay for the training.

The proposed increase in Council staffing resources of 2.3 FTE to support the Apprenticeship programme will cost an additional £133,117 per annum. A growth bid has been submitted as part of the 2020/21-2024/25 Budget and Medium-Term Financial Strategy that will go to Cabinet and Full Council for approval in February 2020.

11. **Assistant Director of Corporate Governance**

Section A9 of the Apprenticeship, Skills, Children and Learning Act 2009 (which was inserted into that Act by section 24 of the Enterprise Act 2016) says the public bodies for which the apprenticeship targets are set “must have regard to the targets”. Accordingly provided the Council has had regard to the targets, then it is not in breach of the legislation by failing to meet them. Further there is currently no statutory sanction in place for any public body that fails to meet the target mentioned in paragraph 6.4.

Under section A10 of the Apprenticeship, Skills, Children and Learning Act 2009, and the Public Sector Apprenticeship Targets 2017, the Council is required to publish and send to the Secretary of State annually information on its progress towards meeting the apprenticeships target. The Secretary of State must also be sent by the Council annually information explaining the steps taken to meet the target and reasons why the target has not or may not be met.

Under legislation there is no upper age limit to Apprenticeships and therefore any age restrictions for applicants is likely to be viewed as Age discrimination under the Equality Act 2010 unless this restriction can be objectively justified on the basis of a legitimate aim. The Council may be able to stipulate an age restriction for apprenticeships applicants on the basis of positive action where the Council is specifically targeting a certain group of people that are unrepresented in the work force. Providers and assessment organisations from the approved registers.

12. **Use of Appendices**

Appendix 1 – Apprenticeship update for Staffing and Remuneration Committee (PowerPoint presentation format)

Appendix 2 - Summary of apprenticeship qualifications undertaken.

13. **Local government (Access to Information) Act 1985**

Not applicable.

Appendix 2 - Summary of apprenticeship qualifications undertaken (2017 to date)

Haringey apprenticeships

Apprenticeships (New)	Apprenticeships (Staff)
Accounting, level 3	Arborist, level 2
Business Admin, level 3	Accounting, level 2/3
Commercial Support, level 4	Associate Project Managers, level 4
Customer Services, level 2/3	Commercial procurement, level 4
Early Years Educators, level 2/3	Data Analyst, level 4
Horticulture and Landscape, level 2	Facilities Management, level 3
Infrastructure Technician, level 3	HR, level 5
	Intelligence Analyst, level 4
	Professional Account, level 7
	Operational Depart Manager, level 5
	Senior Leader, level 7
Pending	
Youth Work, level 2 x (3)	Learning & Development, level 3
Business Admin, level 3 (x 3)	
Junior Content Producer, level 3	

School apprenticeships

Apprenticeships (New)	Apprenticeships (Staff)
Business Admin, level 2/3	Early Years Educators, level 2/ 3
Early Years Educators, level 2/ 3	School Business Professional, level 4
Digital Marketer, level 3	Teaching Assistants, level 2
Infrastructure Technician, level 3	Senior Leader, level 7 (transfer)
I.T Support, level 3	
Horticulture and Landscape, level 2	
Supporting Teaching & Learning, level 2	
Teaching Assistant, level 3	



Appendix 1:
Apprenticeship update for Staffing and Remuneration Committee
November 2019

Introduction

Members of the Staffing and Remuneration Committee received an update in July 2019 on the Council's apprenticeship scheme. Since that time, the Council has developed a broader strategic approach to the promotion and use of apprenticeships. This presentation provides a summary of that strategy and planned next steps.

Whilst the desire to better utilise the apprenticeship levy was the initial driver for this presentation, the paper has sought input from the following teams - Schools and Learning, Regeneration and Economic Development and HR in order to provide a holistic overview of the work being undertaken or planned by the Council. This is because the Council has multiple responsibilities from its duty as the employer for council staff and certain schools to its commitment to residents as set out in the Borough Plan.

The Borough Plan sets a target of 200 apprenticeship starts over the plan period for residents. There is an ambition to mirror this target within the Council, through the use of the apprenticeship levy. These

targets exclude any planned apprenticeships from Schools or Homes for Haringey.

Creating 200 apprenticeships within the Council, alongside supporting an additional 200 apprenticeship starts externally are ambitious targets and this paper sets out the minimum levels of resourcing required as well as some of the key challenges this target will present.

Below is a picture of 5 apprentices from the 2019 cohort.



Haringey entry schemes

Apprenticeships are one of four main entry schemes offered by the Council, aimed typically at young people in the age group 16-24 years.

We pay a competitive salary compared to other public sector and private organisations for all the schemes, except work experience. With a natural demand for people wishing to join the organisation through these routes, the pragmatic challenge for us as an employer is to create meaningful roles which serve as a positive springboard, providing people

with good job opportunities as a result of taking part in the scheme.

The current 'work experience' offer will need to change if we want to support the new T Level qualification being introduced by the Government in September 2020. This two year technical programme requires students to complete 45 days of 'on the job training' in order to merit a qualification equivalent to 3 A levels.

Table: Summary of four main entry schemes

About scheme	Graduates	Internships	Apprenticeships	Work Experience
Scheme	2 years	6 months	Min 12 months	5 days
Annual salary	£27,200	£22,300	£14,500	unpaid
Qualification	ILM	None	Levels 2-7	None
Criteria to join	2:1 degree	First degree	Varies	Currently at school or college
Provider	NGDP / CIPFA	Co-Sector	Govt. framework	Diamond and local providers
2018/19 take-up	3	4	26	20

Levy and public sector targets

The apprenticeship levy and public sector apprenticeship targets came into operation in April 2017. The levy is 0.5% of an employer's total annual pay bill, if that bill is in excess of £3 million.

Public sector organisations in England with 250 employees or more have a target to employ an average of 2.3% of their staff headcount as new apprentice starts between 1st April 2017 and 31st March 2021.

Key points

- Levy can only be used for training not staff costs
- 25% of levy can go to the supply chain (was 10%)
- 'Use it or loose it' - unspent funds expire after 24 months
- Haringey staff can benefit from levy without changes to existing Terms and Conditions
- Organisations that do this well had a programme and infrastructure in place, prior to levy introduction.
- Haringey targets are reportable, schools not.

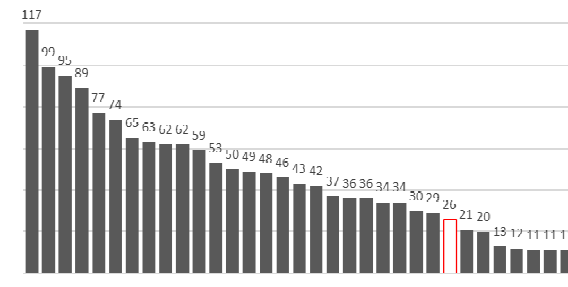
Emerging trends and challenges

- Capacity, resources, partnership working, complexity
- Huge demand for every apprenticeship place offered (increasingly with over qualified applicants)
- Frustration with quality of training and menu of providers
- No financial support for wrap-around care and pastoral support for young people who are not job ready
- Unattractive proposition for managers already working with depleted/limited resources and budgets.

Table: 2018/19 Haringey levy & employer targets

	Annual levy	Haringey target	2018/19 Actual
Haringey	371k	50	26
Schools	471k	80	9
Totals	842	130	35

Bar chart: 2018/19 apprenticeships recruits by each London Borough (excludes schools)



Bar chart commentary

- Haringey is in the bottom quartile
- Neighbouring boroughs in the top quartile include Islington (89), Hackney (99) and Camden (65)
- Two boroughs exceeded their targets
- LGA reports 91% of councils will not fully utilise levy

Apprenticeships in schools

The way in which the levy applies to schools depends on the type of school and who is the overall employer.

For voluntary-aided, foundation and Academy schools, the governing body/trust is the employer.

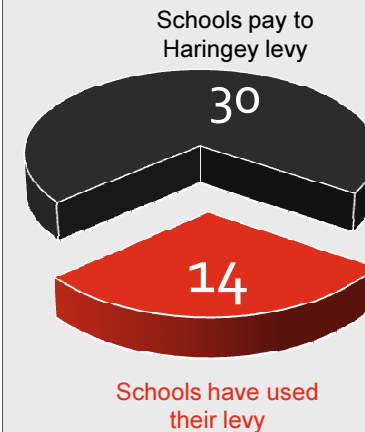
For community and voluntary-

controlled schools, the local authority is the employer.

Haringey Council is responsible for administering the apprenticeship levy on behalf of 44 schools.

14 Haringey maintained schools have made use of their levy to date.

Pie-chart illustrating take up of levy by 44 Haringey maintained schools (April 2017 – to date)



Factors influencing low take-up of apprenticeship levy

- Budget constraints
- No suitable apprenticeships available in 2017, slowly coming through now
- Awareness of scheme
- Lack of or no suitable providers available to deliver apprenticeships
- '20% off the job' training is unattractive proposition compared to regular training costs and durations

How Haringey Education Partnership (HEP) can help

- Raise awareness and work closely with Headteachers and Chair of Governors
- Encourage Teaching Schools to offer apprenticeships in Teacher Training & Teaching Assistants
- Post apprenticeship vacancies on the HEP website with other school vacancies
- Flag providers to Headteachers
- Collate apprenticeship offers from schools and promote via Haringey's website
- Flag to Chairs of Governors which schools are not using the levy

Council ambition

The Haringey Borough Plan commits to achieving 200 apprenticeships.

The Regeneration and Economic Development team will support 200 residents start a new apprenticeship over the borough plan period (1).

As an employer the Council ambition is to mirror the 200 target, through its use of the apprenticeship levy (2). Excluding schools this amounts to 50 apprenticeships a year being offered through direct employment, for both existing staff and new recruits.

These are considerable targets and will pose significant challenge based on performance to date.

Haringey Council, as the largest employer in the borough, is expected to lead the way in recruiting local residents and to open up opportunities for entry into roles via apprenticeships positions.

In summary, the ambition is:

1

Apprenticeship starts created for residents

To help those that need it as identified in Borough Plan, includes using supply chain, brokerage and procurement leverage. **Target reportable to priority board.**

2

Apprenticeships created by the Council for its staff

To focus on meeting current & future workforce skills by taking a 'grow your own' approach in an ever uncertain market. **Target reportable to London Councils.**

As a result we will:

- support more residents to secure employment
- offer good quality job opportunities to residents
- support social mobility, equalities and inclusion ambition
- ensure appropriate spend of the apprenticeship levy
- better placed to meet apprenticeship public sector targets and ensure the Borough Plan target is met.

Apprenticeships for residents

This is a Borough Plan target which is external facing and **not** reportable to London Council's or LGA.

Opportunities will be created through brokerage and leverage using procurement and other methods of achieving apprenticeship pledges with partners, ensuring Haringey residents benefit.

An integrated approach

Leadership: Core Haringey apprenticeship programme, working with Homes for Haringey, could lead the way with partners demonstrating Council's commitment to this agenda and sharing learning in particular around supported apprenticeships.

Schools: We will step-up our promotion of apprenticeships with schools and HEP using Tottenham Charter Partners and HCP and social value secured through procurement to work with HEP to promote apprenticeships in schools and with young people.

Haringey Works: set SMART targets for number of employer apprenticeship events in borough and number of residents securing opportunities. Develop and deliver an Apprenticeship Ambassador Programme.

How we will deliver the ambition

Apprenticeship Coordinator in Haringey Works working closely with Progression Team in Children's Services to promote and support residents into apprenticeship opportunities. Brokerage of apprenticeship opportunities with Major Employers such as TfL, Fashion Enter and Met Police Partners: Homes for Haringey has 32 apprentices and Ada College has 100 apprentices.

Embedding apprenticeship requirements in Council procurement. The London Construction Partnership (LCP) Framework requires 1 apprentice for every £1m of contract value. We are strengthening this to ensure these are Haringey residents, validated by the Haringey Works construction & apprenticeship officers.

Apprenticeship Requirement in Planning. The Council's Supplementary Planning Document requires all developers with Section 106 obligations to achieve a minimum of 1 new apprenticeship for every £3m contract value. Haringey Construction Partnership (HCP) has been created to support local labour in construction at all skill levels and attract BAME and women into opportunities.

Create Internal Apprenticeship Training Agency. Having full overview across all Capital Projects, LCP and Section 106 obligations presents the Council with an opportunity to ensure pastoral support and continuance assurance is in place by developing our own internal Apprenticeship Training Agency.

Council apprenticeships

Practical options considered (aim is to fully embed concept)

1. **Restructures** – create one apprenticeship vacancy in every team redesign where population is 30 plus to embed into structure.
2. **Identify hard to fill roles** – such as social worker, planner, lawyer and establish if apprenticeship framework can map across. This was last done in 2017.
3. **Vacant roles** – to be considered for apprenticeships prior to advertising by an apprenticeship panel.
4. **Corporate Board** members accountable for increasing and thereafter maintaining number of apprenticeship roles in their portfolio.
5. **Ownership and implementation** of Apprenticeship Strategy (wider remit, not just Council)

Factors to consider when designing an effective scheme

1. Driven from the top with required resources in place to deliver.
2. Agree direction of travel and ambition – options include focus on meeting targets, increase number of young people into employment or is it a wider focus which involves a whole-scale change of how the organisation currently view entry schemes.
3. Employer focus needs to be providing people with good transferable skills to have a successful career, not necessarily at Haringey.
4. Offer available to new and existing staff.
5. Develop our brand and environment so that people choose Haringey as an employer of choice.
6. Programme should support our ambitions with regard to social mobility, equalities and inclusion

Investment & other considerations

Need for additional investment

1. An effective apprenticeship scheme requires dedicated resources and budget, without this achievements are limited. Organisations that have a successful apprenticeship plan in place have around 2-3 times more dedicated staff working on the programme full-time.
2. The Council's current infrastructure and resources dedicated to deliver apprenticeships cannot facilitate the ambitions set out in this Borough Plan or this proposal. A mitigating action has been to submit a net growth bid for 2020/21 to increase the number of dedicated resources and better equip the council to deliver this strategy.

Other considerations

1. The levy does not fund the cost of apprenticeship salaries. Every new apprenticeship role will cost the hiring team approximately £19,200 per year (made up of National Living Wage and London Living Wage). Teams will also need to factor mandatory 20% off the job training requirement.
2. Continue to pay new entrants a salary based on the National Living Wage and London Living Wage based on 30 hours? Or consider range of grades and salaries appropriate to qualification.
3. Priority to continue to be given to Haringey residents and or applicants that attended a Haringey school or college
4. Should this be the mechanism to increase the number of young people (aged 16-24 years)?

Examples of good practice

The Tailoring Academy, Haringey

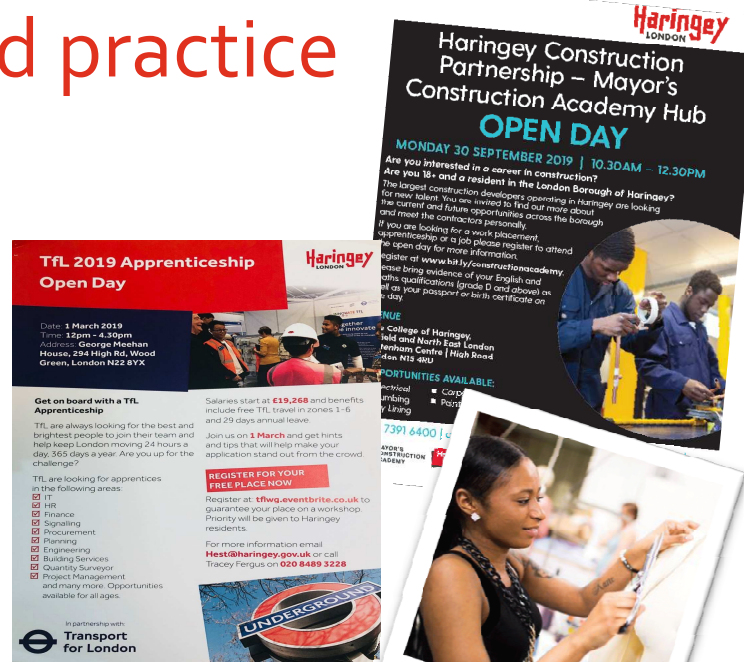
Opening in 2019 – funded by LB Haringey. 11,000sqft clothing manufacturing & training centre at Fashion Enter: Crusader Industrial Estate, Hermitage Rd, N4. Supported by Savile Row tailors, M&S, ASOS, UK Fashion etc. 100+ apprenticeships and 50 jobs to NVQ level 6 + apprenticeship Levels 3 to 5.

Haringey Construction Partnership (HCP)

The partnership brings Haringey Council, the Department for Work and Pensions (Jobcentre Plus), and The College of Haringey, Enfield and North East London (CONEL) together with senior representatives from key developers in the borough.

Apprenticeship Mapping

Apprenticeship data on live and forthcoming construction developments in borough plotted and contract monitored. This operational overview supports residents towards their qualification attainment by ensuring continuation of work across different developments facilitated transitioning supported by Haringey Works/Economic Development.



City	Grainger Plc	Ant Yapi							May-19	Jun-1			
	Trade	Sub-Con											
2	Carpenter	TBC	TBC	K10									
1	Dryliner	Deniz Contractors	2,3	K10									
2	Plumber	Griffon Mechanical	3	K10									
1	Electrician	ACDC	3	K10									
1	Painter & Decorator	Deniz Contractors	2,3	K10									
7	Target LL					0	0	0	0	2			
3	Actual LL					0	0	0	0	2			
City	Anthology	Wates Construction	Level	RP					Feb-18	Mar-19	Apr-19	May-19	Jun-1
	Trade	Sub-Con											
2	Technical and Site Management	Direct											
1	Quantity Surveyor	Direct											
2	Logistics	Via SC											

Action to date and next steps

Action to date

1. Meetings with key senior stakeholders both internal and external.
2. Submit net growth bid for 2020/21 to secure funding to deliver internal programme
3. Agreed joint approach with key teams and partners which includes HEP, Head of Schools and Learning, Haringey Works and Procurement.
4. Directors tasked with developing two year local plans to increase apprenticeships for their portfolios supported by HR business Partners.
5. Invited LGA to undertake an apprenticeship MOT to assess our current position with a review to supporting us to achieve our targets.
6. Haringey Apprenticeship Ambassador programme being set-up which will create a network of Haringey apprentices who will promote apprenticeship benefits at key events.

Practical next steps

1. Secure funding and create infrastructure to support implementation of this strategy.
2. Publish Haringey Apprenticeship Action Plan /Offer.
3. Set-up dashboard of metrics to monitor targets and ensure levy usage maximised.
4. Report actual take-up and progress on quarterly basis to S&R Committee.
5. Take an integrated approach - continue to work closely with Haringey Works, Procurement, Planning and Schools. Streamline reporting mechanisms / governance arrangements.

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Report for: Staffing & Remuneration Committee, 26 November 2019

Title: Dignity at Work Practice Notes

Report authorised by : Richard Grice – Director of Customers, Transformation and Resources

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected: N/A

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

1 Describe the issue under consideration

1.1 The purpose of this report is to provide the Committee with recommendations for adopting the Dignity at Work practice notes that are to be used alongside the Dignity at Work Policy that was approved by Staffing and Remunerations Committee in June 2019.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 To note the Dignity at Work Practice Notes as set out in Appendix A.

4 Reason for Decision

4.1 The Council has a duty to ensure that the policies, practices and guidelines concerning its workforce are relevant and up to date. It is essential that the organisation has practice notes to support the implementation of the policy.

4.2 The Dignity at Work Policy was passed in June 2019; the new policy updates and extends the range of the previous policy on Bullying and Harassment to cover allegations of discrimination and victimisation. It is essential that the organisation has practice notes to support the implementation of the policy.

5 Alternative options considered

5.1 It is essential that the organisation has practice notes to support the implementation of the policy.

6 Background information

6.1 Recent thinking has suggested that a policy regarding Dignity at Work, embodying the protection given to certain groups by the Equality Act 2010, can effectively replace existing individual policies covering Bullying and Harassment, resulting in a broader, stronger statement about the right of individuals to be treated with dignity, courtesy and respect in the workplace.

6.2 The Dignity at Work policy sets out the Council's expectations from employees by which a supportive working environment can be built and sustained. The new policy and practice notes show the councils progress, moving away from a reactive bullying and harassment policy towards a proactive Dignity at Work policy which sets out the expectations on all staff to not wait until misconduct happens and react, but rather their proactive role in creating a dignified and respectful environment.

6.3 The existing Bullying and Harassment Policy was last reviewed in February 2009. The draft Dignity at Work policy has been shared with colleagues and trades union representatives and their comments have been incorporated into the final version. The result embodies current thinking about what is considered best practice in this area. Our aim is that it will encourage discussions about what is seen as acceptable behaviour and alleged breaches to these standards will be able to be reported quickly to an appropriate level of management.

6.4 Key changes incorporated in the practice notes:

- Staff are encouraged to address unacceptable behaviour informally where appropriate. The council expects that staff should be prepared to listen patiently and calmly should they be told their behaviour could be construed as unacceptable.
- The reporting party will be empowered throughout any Dignity at Work case brought under the new policy.
- The council's duty of care to investigate where there has been unlawful discrimination, assault, serious misconduct under the council's Code of Conduct or a prolonged abuse of power, has been clarified.
- Formal complaints will be made to a member of Corporate Board.

- Where the member of Corporate Board and senior member of HR decide there is a case to answer the organisation takes responsibility for the case and will undertake a formal disciplinary.

7 Contribution to strategic outcomes

7.1 Ensuring that our HR policies are relevant and up to date supports the Council's commitment to fair and transparent workforce practices.

8 Statutory Officers' comments

8.1 Chief Finance Officer

There are no direct financial implications arising from this report.

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal Services has been involved in reviewing the proposed Dignity at Work Policy and Practice Notes and confirms that it complies with all relevant legislation.

9 Use of Appendices

Appendix 1 - Dignity at Work Policy

Appendix 2 - Dignity at Work Practice Notes

10 Local government (Access to Information) Act 1985

Not applicable.

Appendix 1 - Dignity at Work Policy

May 2019

Purpose

We believe that everyone who works for, or with, the Council has the right to be treated with dignity, courtesy and respect at all times.

The Council has determined to build, and sustain, a supportive working environment which fosters collaborative and productive partnerships. We will not tolerate harassment, unfair or unlawful discrimination, whether direct or indirect; victimisation or bullying.

The purpose of this policy is to set out the standards, rights and responsibilities, given to and required from, everyone involved in delivering and supporting our services.

The members of the Senior Management Team are committed to maintaining a working environment which fosters personal and professional respect, facilitating informal measures to resolve disputes and accepting personal responsibility for the investigation of any alleged breaches of the policy.

Scope

The policy applies to all employees of the council.

General Principles

3.1 Equality Act 2010

The Equality Act 2010 provides legal protection to people with certain protected characteristics, which are as follows: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and as a council, we have embraced the provisions of the Act and respect the diversity of our colleagues.

We must always treat each other with dignity courtesy and respect, which means that we're committed to eliminating any actions or decisions that may lead to unfair or unlawful treatment on the basis of any protected characteristics as set out above. For example this includes the following: ethnic origin, gender, transgender status, HIV status, mental health status, MS status, cancer status, marital status, nationality or national origins, responsibility for dependants who have a disability, or discrimination on the basis of association with someone who has a protected characteristic or

discrimination if someone is perceived to have a protected characteristic such as being gay or of a particular race.

These attributes are referred to below as the protected characteristics

3.2 Harassment

Harassment is defined as unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

The behaviour or treatment may relate to a person's gender, disability, gender reassignment or gender identity, race, religion, sexual orientation, age or any other protected characteristic.

Harassment may consist of persistent behaviour, although one single act may be considered sufficiently serious to warrant formal or informal reporting.

3.3 Discrimination

Discrimination is defined as treatment of an individual, or a group of people, which is less favourable than others based on a protected characteristic such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity (including treating a woman less favourably because she is breastfeeding or during maternity leave), race, religion or belief, sex or sexual orientation.

Direct discrimination occurs where someone is treated less favourably because of one of the protected characteristics set out above; this can include association with or a perception of a particular characteristic.

Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criteria or practice that puts people with a particular protected characteristic at a disadvantage compared with others who do not share that characteristic.

3.4 Victimisation

Victimisation is defined as the bad treatment of an employee because they have made, or supported, a complaint or raised a grievance; or because they are suspected of doing so. An employee is not protected from such treatment, however, if they have maliciously made or supported an untrue complaint and this would not constitute victimisation.

3.5 Bullying

Bullying is defined in this policy as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power to undermine, humiliate, denigrate or injure the recipient.

The behaviour or treatment may relate to a protected characteristic but it does not need to in order to constitute bullying.

Bullying may be obvious or it may be more covert. Whichever form it takes, it is unwarranted and unwelcome to the individual and will often cause embarrassment, fear, humiliation or distress to an individual or group of individuals.

3.6 Electronic Media

Unacceptable behaviour is not confined to face-to-face settings but may be experienced through electronic media, i.e. email, instant messaging, social networking websites or text messages.

When composing emails, all members of staff should consider the content, language and appropriateness of such communications.

3.7 Managing Performance

Fair and reasonable management of staff performance or conduct will not normally be considered to be unacceptable behaviour in the context of this policy. If a member of staff considers that their management infringes their dignity at work they are encouraged to consider the options for resolution at the earliest opportunity.

3.8 Role of the Senior Management Team

All formal allegations made will be dealt with by a member of the senior management team who together with a senior member of HR will consider the allegation and determine the next steps.

Investigations involving allegations of harassment, discrimination, victimisation or bullying will be conducted as a matter of priority.

4. Steps to Resolution

4.1 Informal

Many workplace issues can be resolved quickly through informal discussion and the Council encourages informal resolution in the first instance wherever possible.

The Council encourages everyone to deal with unfair treatment in general and harassment, unlawful discrimination, victimisation and bullying through informal resolution whenever possible.

We can recognise that some staff may be apprehensive about raising an issue of unacceptable behaviour but there are sources of support available and we encourage individuals to seek advice and support from Human Resources, their trade union, the diversity networks or the Employee Assistance Programme (EAP) in order to have any concerns addressed appropriately.

Informal approaches may include any or all of the following:

- talking to the person concerned
- writing to the person concerned
- talking to a manager
- seeking support from a diversity network
- involving a third party
- seeking advice from Human Resources
- seeking advice from your trade union
- speaking to someone from the Employee Assistance Programme (EAP)

There are some circumstances, however, where the alleged behaviour is deemed to be sufficiently serious as to warrant an immediate formal investigation such as where there has been unlawful discrimination, assault, serious misconduct under the council's Code of Conduct or a prolonged abuse of power.

4.2 Formal

Where informal resolution is not appropriate or has not been successful, the following mechanism should be used.

The complaint should be sent, in writing, to a member of the senior management team. They will, with the assistance of a senior member of the Human Resources team:

- determine the seriousness of the allegation,
- assess whether the informal steps are appropriate, or have been exhausted,
- agree the course of the investigation.

Formal allegations will always be investigated to establish the facts relating to the situation.

Investigations will be carried out sensitively and with due respect for the individuals involved. Any information communicated during the course of an investigation will be treated as confidential.

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

5. Communication & Training

We will ensure that the policy is communicated to all staff and that those involved in interpreting, administering, delivering and advising on the policy are fully trained in understanding what is unacceptable behaviour in order to drive out behaviours that are contrary to Haringey's values; Human, Accountable, Ambitious and Professional.

6. Responsibilities

All staff are expected to bring to the attention of senior management any examples of unfair treatment they have witnessed or strongly suspect is taking place, however, there are specific responsibilities for members of the senior management team and Human Resources.

7. Disciplinary Measures

All allegations of harassment, unfair or unlawful discrimination, victimisation or bullying will be treated seriously and any member of staff found to have behaved unacceptably may be the subject of disciplinary action.

If, at any time, there is evidence that allegations of harassment, discrimination, victimisation or bullying have been made vexatiously or maliciously, or that false information has been provided or that the accuser has otherwise acted in bad faith then disciplinary action may be taken.

8. Further References

Dignity at Work Policy Practice Notes

Disciplinary Policy

Equality Act 2010

Protocol on Members / Officers Relations'

Employee Assistance Programme (EAP)

Document Control

Key Information	
Title	Dignity at Work Policy
Document Type	Policy
Document Status	Draft revision
Author	Reward Strategy Manager, Haringey
Owner	Corporate Board
Contact	Reward Strategy Manager, Haringey
Date of Publication	September 2019
Date of Review	October 2020

Revision History			
Version	Date	Summary of Changes	Name
0.1	16/10/2018	Draft policy revision	IM
0.2	31/5/2019	Incorporating TU comments	IM
0.3	12/06/2019	Incorporating Legal comments	IM
0.3	24/06/2019	Approved by Staffing & Remuneration Committee	

Appendix 2 - Dignity at Work Policy

Practice Notes

October 2019

Table of Contents

1. Introduction	11
2. Scope	11
3. Terminology	11
3.1 Unacceptable behaviour	11
3.2 Reporting party	12
3.3 Reported party	12
3.4 Duty of Care.....	12
3.5 Confidentiality	13
4. Informal Action and Standard Setting	13
4.1 Employee-led resolution.....	13
4.2 Manager-led resolution	13
4.3 Expectations	14
5. Formal Action	14
5.2 Formal Procedure	15
6. Outcome of a formal complaint	15
7. Appeals	15
8. Support	16
9. Police investigations and judicial proceedings	16
10. Vexatious or malicious complaints	17
11. Further References	17
Appendix 1 – Examples of Unacceptable Behaviour	18
Appendix 2 – Dignity at Work Complaint Form	21

1. Introduction

All employees have the right to be treated with dignity and respect, and we all have a responsibility to set a positive example by treating others with respect and to act in a way which is in line with the Council's values of being;

- Human
- Ambitious
- Accountable
- Professional

The Council is committed to creating a more inclusive and supportive working environment for all staff. This includes providing an environment free from bullying, harassment or discrimination or abuse from colleagues or service users.

The Council will not tolerate bullying, harassment or discrimination in any form and is taking steps to remove barriers to reporting incidences of unacceptable behaviour. While working to provide improved support to those affected and ensuring that the Council's policies are fair and transparent for all parties involved.

2. Scope

The practice note applies to all Council employees.

This practice note is applicable while on:

1. Haringey Council property; or
2. Off Haringey Council property, if:
 - the conduct was in connection with a Council or Council-recognised activity; or
 - the conduct may have the effect of creating a hostile environment for a staff member while at work, this includes online.

3. Terminology

For the purposes of this practice note and the accompanying policy the following terms are used.

3.1 Unacceptable behaviour

Unacceptable behaviour is used throughout this document to mean any form of bullying, harassment, discrimination, victimisation or sexual misconduct.

Unacceptable behaviour may have one or all of the following elements:

- Is unwanted, unsolicited, unreasonable and personally offensive to the recipient(s) (irrespective of the intentions)
- Creates an intimidating, hostile or humiliating work environment for the recipient(s) affecting their dignity whilst at work
- Fails to both respect the rights and recognise the impact that such behaviour may have on others
- Threatens job security or disadvantages the recipient(s) in some way

Although sometimes it is very clear when someone's words or actions are not acceptable, it is important to remember that if an individual feels that behaviour is offensive to them it could be bullying or harassment – even if it was not intended to cause offense. More examples of unacceptable behaviour can be found in appendix 1.

3.2 Reporting party

Used to refer to the person(s) who has been the subject of the alleged incident of unacceptable behaviour.

3.3 Reported party

Is used to refer to the person(s) whose behaviour is alleged to have been unacceptable behaviour.

3.4 Duty of Care

Everybody who works for the Council has a duty to raise genuine concerns if they think that something is happening at work which is wrong or illegal and affects other people including members, the public, or staff.

The Council takes has a duty of care to create a safe and dignified environment for all employees.

The Council's duty of care means that in some circumstances the Council will undertake formal proceedings in the absence of a report from the subject of the unacceptable behaviour.

We will do this where there has been unlawful discrimination, assault, serious misconduct under the council's Code of Conduct or a prolonged abuse of power.

3.5 Confidentiality

Confidentiality is very important in dealing with cases of alleged unacceptable behaviour and information should only be divulged to relevant people on a 'need-to-know' basis. Anyone approaching a manager for advice may however wish to be accompanied by a work colleague or Trade Union Rep.

4. Informal Action and Standard Setting

Incidents of discrimination or bullying can range from unintentional misunderstandings and lack of awareness through to deliberate and malicious acts. In some cases, the individual and/or the organisation may view the allegations to be of such a nature that formal action is the only alternative.

4.1 Employee-led resolution

Informal methods of dealing with unacceptable behaviour are often the quickest and most effective.

If you think that someone is behaving in another way which is not acceptable and you feel that you can talk to them about it, explain to them how they are making you feel and ask them to stop (sometimes individuals don't realise the effect their behaviour is having on other people, so this direct approach might make them stop and think).

Engaging in informal action does not prevent staff from making a formal complaint at a later date.

4.2 Manager-led resolution

If this does not work, or you feel that you cannot approach the individual directly, ask your line manager, their manager, or a senior colleague for help. The manager can then help address the unacceptable behaviour by either offering mediation or through standard setting.

Where appropriate, the manager may be able to deal with issues informally as part of day-to-day management supervision before they turn into a more serious problem. An informal conversation from the reported party's line-manager is often all that is required to resolve an issue, this way the employee is made aware of the problem and can correct it within a reasonable timeframe. At this stage it's advisable for the manager to keep notes of the discussion and any action agreed.

The manager may feel that the alleged behaviour is repeated or of such a nature that it is their duty of care to undertake formal proceedings.

Should a manager witness or become aware of unacceptable comments made about another employee, the manager must make a judgement on whether to tell the subject of the comments what has taken place. In order to make this judgement the manager should assess:

1. Was this the first occasion? If no, they should tell the subject.
2. Was it an unintentional misunderstanding or made through a lack of awareness? If no, they should tell the subject.
3. Could the comments impact on the subjects feeling of safety? If yes, they should tell the subject.

4.3 Expectations

If a member of staff is approached and told that their behaviour could be construed as bullying, harassment, sexual misconduct or any form of discrimination, they should be prepared to listen patiently and calmly.

Whilst it may be upsetting, they should allow their colleague to express their concerns, and if appropriate, try to reach common ground to remedy the situation and allow a positive working relationship to be resumed.

5. Formal Action

5.1 Procedure for making a formal complaint

Where informal resolution is of such a serious nature that it is not appropriate or has not been successful, the formal procedure should be initiated by submitting a Dignity at Work Submission form (Appendix 2) to a chosen member of Corporate Board.

On receipt of the form the member of Corporate Board will contact a senior member of HR to jointly:

- Determine the seriousness of the allegation.
- Assess whether the informal steps are appropriate, or have been exhausted.
- Assess whether they have the capacity to undertake formal proceedings quickly, effectively and fairly. If they are unable to proceed, they will nominate another member of Corporate Board or HR to support the procedure.

5.2 Formal Procedure

Where the member of Corporate Board and senior member of HR decide there is a case to answer the organisation takes responsibility for the case and will undertake a formal disciplinary.

The Disciplinary Policy and Practice Notes, found on the [intranet](#), provides a framework and mechanism for staff to address unacceptable behaviour.

The member of Corporate Board will act as the commissioning manager and will:

- Begin the process as soon as the incident it reported to them.
- Undertake a suspension risk assessment where necessary.
- Organise for the investigation to take place.
- Ensure that the disciplinary process is progressing and communicate this will those involved on a regular basis.
- Chair the disciplinary hearing.

Should the reporting party be required to give evidence at a hearing, they will not be required to do this in the presence of the reported party, nor will they be cross-examined by the reported party or their representative. We recognise this is a difficult process and will work with the reporting party to make reasonable adjustments to support them through the process.

6. Outcome of a formal complaint

If a formal complaint is upheld and a disciplinary sanction is issued, the Council will endeavour to notify the complainant of the outcome as soon as possible, where this is appropriate and reasonable. This will be determined on a case-by-case basis, weighing up the circumstances, impact on the complainant and the rights of both parties.

7. Appeals

If the reported party or the reporting party feel that the outcome of the hearing is wrong or unjust, they have the right to appeal the outcome.

The appeal should be in writing and sent to The Head of Human Resources within 10 working days of the date of the outcome. The appeal should contain the reasons why the individual, or group of individuals, is dissatisfied with the outcome of the hearing. The appeal hearing will be chaired by the CEO.

The outcome of the appeal will be communicated to the employee in writing and without unreasonable delay. The appeal outcome can confirm the original hearing sanction or decrease it, but not increase it as it is not a rehearing of the case.

8. Support

The Council recognises that some staff may be apprehensive about raising an issue of unacceptable behaviour but there are sources of support available and we encourage individuals to seek advice and support from Human Resources, their trade union or the Employee Assistance Programme (EAP).

9. Police investigations and judicial proceedings

Where criminal investigations or judicial proceedings are ongoing, or are likely to commence in respect of a disclosure, the Council will not usually investigate a report of harassment or sexual misconduct and will suspend an ongoing investigation, but will undertake any necessary precautionary action.

Reports under this procedure of alleged incidents of harassment or sexual misconduct, will be considered under this procedure, including situations where the reporting party chooses not to report the matter to the Police.

A decision by the Police or Crown Prosecution Service (or other law enforcement agency) to take no further action in relation to a criminal matter, or an acquittal at a trial, does not preclude the Council from taking action under this procedure, and does not mean the reporting party has made a vexatious or malicious complaint.

In all cases, the Council will advise the reporting party that it does not have the legal investigatory powers of the Police, and cannot make a determination on criminal guilt. An internal investigation is focussed exclusively on whether a breach of Council policies has occurred. The internal process cannot therefore be regarded as a substitute for a Police investigation or criminal prosecution.

Where a member of staff member has been convicted of a criminal offence or accepts a Police caution in relation to behaviour that falls within the scope of the Dignity at Work policy, the conviction/caution will be taken as conclusive evidence that the behaviour took place, no further investigation shall be required by the Council.

10. Vexatious or malicious complaints

Submitting a complaint that is not in good faith or providing false or misleading information in any investigation of complaints is also prohibited. If a complaint is found to be false or malicious, it will be dealt with in accordance with the Disciplinary Policy.

11. Further References

Disciplinary Policy and Practice Notes

Haringey's Code of Conduct

Trans Equality Policy

ACAS Code of Practice on Disciplinary and Grievance Procedures

Document Control

Key Information	
Title	Dignity at Work Practice Notes
Document Type	Practice Notes
Document Status	
Author	HR Policy Officer, Haringey
Owner	Human Resources
Contact	HR Policy Officer, Haringey

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Version	Date	Summary of Changes	Name
0.1	25/09/2019	Draft	SB
0.2	30/09/2019	Draft with HR comments	SB
0.3	14/10/19	Draft with TU and Network comments	SB
0.4	01/11/19	Final draft	SB

Appendix 1 – Examples of Unacceptable Behaviour

(This information is taken from the ACAS booklet: Bullying and Harassment at Work)
 ACAS characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

Behaviour that is considered bullying by one person may be considered firm management by another. Most people will agree on extreme cases of bullying and harassment but it is sometimes the 'grey' areas that cause most problems.

Examples of bullying/harassing behaviour include:

spreading malicious rumours, or insulting someone by word or behaviour (copying memos that are critical about someone to others who do not need to know, ridiculing or demeaning someone – picking on them or setting them up to fail)

- Exclusion or victimisation
- Unfair treatment
- Overbearing supervision or other misuse of power or position
- Unwelcome sexual advances – touching, standing too close, the display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- Making threats or comments about job security without foundation
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals progressing by intentionally blocking promotion or training opportunities.

Bullying and harassment are not necessarily face to face. They may also occur in written communications, email, phone, and automatic supervision methods such as computer recording of downtime from work or the number of calls handled if these are not applied to all workers.

Bullying and harassment can make someone feel anxious and humiliated. Feelings of anger and frustration at being unable to cope may be triggered. Some people may try to retaliate in some way. Others may become frightened and de-motivated. Stress, loss of self-confidence and self-esteem caused by harassment or bullying can lead to job insecurity, illness, absence from work, and even resignation. Almost always job performance is affected and relations in the workplace suffer.

Harassment

The Equality Act 2010 uses a single definition of harassment to cover the relevant protected characteristics.

Employees can complain of behaviour that they find offensive even if it is not directed at them. Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

Example: Paul is disabled and is claiming harassment against his line manager after she frequently teased and humiliated him about his disability. Claire shares an office with Paul and she too is claiming harassment, even though she is not disabled, as the manager’s behaviour has also created an offensive environment for her.

In addition, the complainant need not possess the relevant characteristic themselves and can be because of their association with a person who has a protected characteristic, or because they are wrongly perceived to have one, or are treated as if they do. Harassment applies to all protected characteristics except for pregnancy and maternity where any unfavourable treatment may be considered discrimination, and marriage and civil partnership where there is no significant evidence that it is needed.

Example:

Steve is continually being called gay and other related names by a group of employees at his work. Derogatory homophobic comments have been posted on the staff noticeboard about him by people from this group. Steve was recently physically pushed to the floor by one member of the group but is too scared to take action. Steve is not gay but heterosexual; furthermore the group know he isn't gay. This is harassment related to sexual orientation.

Harassment at work by others

An employee can make a complaint against their employer where they are harassed by someone who doesn't work for that employer such as a customer, client or passenger. As an employer, once you are aware of this unwanted behaviour you should take reasonable and proportionate action to address the issues.

Example:

Chris manages a Council Benefits Office. One of her staff, Raj, is a Sikh. Raj mentions to Chris that he is feeling unhappy after a claimant made derogatory remarks regarding his faith in his hearing. Chris is concerned and monitors the situation. Within a few days the claimant makes further offensive remarks. Chris reacts by having a word with the claimant, pointing out that this behaviour is unacceptable. She considers following it up with a letter to him pointing out that she will ban him if this happens again. Chris keeps Raj in the picture with the actions she is taking and believes she is taking reasonable steps to protect Raj from harassment.

Appendix 2 – Dignity at Work Complaint Form

Name of employee	
Job Title	
Department & Location	
Name of manager	
Name of Trade Union or professional body representative	
Email address of representative if you wish them to be included in correspondence relating to this complaint	

Please say what your complaint is about. (If you need more space, please continue on another page and make sure you send any relevant information with this form.)

What action(s) do you think would resolve your complaint?

If the Complaint has been considered formally before, please provide details:

Please tell us about the informal steps that have been taken to seek resolution, who has been involved in this process, and the dates of any meetings you have had.

Employee's signature:

Date: _____

Please send this form to a member of HR, with the title 'Dignity at Work Complaint'.

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Report for: Staffing & Remuneration Committee, 26 November 2019

Title: Social Media Practice Notes

Report authorised by : Richard Grice – Director of Customers, Transformation and Resources

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected: N/A

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

1 Describe the issue under consideration

As part of the Council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Social Media Practice Notes (attached as Appendix 1).

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

That the Committee note the new Social Media Practice Notes ready for implementation with effect from 1st January 2020. Communication of the changes will be managed by the Web Communications team.

4 Reason for Decision

4.1 The policy currently in use was last updated in March 2014. As the organisations Code of Conduct has been reviewed in June 2019 it is important that any policies or practice notes that relate to it are updated in line with our Code of Conduct.

4.2 It is best practice across local authorities to have social media guidance, rather than a policy as this would duplicate the employee Code of Conduct. Activity over social media will be treated the same as activity in the workplace, for example, verbally in the workplace, on the phone, or in person.

5 Alternative options considered

The rolling review of HR policy is a requirement of the Internal Audit recommendations.

6 Background information

6.1 The practice notes apply to all staff, in particular those who manage social media accounts, and covers professional and personal use of social media.

6.2 This guidance is not applicable to elected members, as they have their own guidance. Staff employed in Children's Services or Adult Social Services may have additional guidance due to their roles.

6.3 The key pieces of information from the practice notes:

- The guidance outlines how staff should use social media in a professional capacity, giving clear guidance on who can respond to comments on social media within the organisation.
- Step by step guidance is included on what to do in the case of a social media crisis, to manage the organisations reputational risk.
- Guidance is given on staffs' duty to ensure the boundary between professional use and personal use of social media is held. Social media is a public forum and the same considerations would apply as, say, to speaking in public or writing for a publication either officially or out of work.

7 Statutory Officers' comments

7.1 Chief Finance Officer

There are no direct financial implications arising from this report.

7.2 Assistant Director of Corporate Governance

Whilst the council's social media channels support the council discharge its functions, legal liabilities can arise from the use of social media by employees (whether for council business or for personal use) and blurring the interface between employees' work and personal lives. Therefore it is important to minimise legal risks in the workplace relating to the use of social media,

The Council has in place appropriate policies to ensure that Council information remains secure and is not compromised through use of social media, and to ensure that all employees use social media lawfully, comply with relevant legislation and that Council's reputation is not damaged or affected adversely.

The Social Media Practice Note (Appendix 1) provides guidance which clearly indicate to employees that online behaviour, for business and personal use should conform to appropriate standards to ensure that consistent and corporate approach is adopted and maintained in the use of social media.

8 Use of Appendices

Appendix 1 - Social Media Practice Notes

9 Local government (Access to Information) Act 1985

Not applicable.

Appendix 1 - Social Media Practice Notes

October 2019

Table of Contents

1. Introduction	4
2. Scope	4
3. Links to other policies	5
4. Professional use of social media	5
4.1 General/key customer service channels.....	5
4.2 Service/interest-based accounts.....	6
4.2.1 General principles	6
4.2.2 Setting up a social media channel.....	6
4.2.3 Managing social media accounts.....	7
4.2.4 Security.....	7
4.2.5 What to do if something goes wrong.....	8
4.2.6 Elections and purdah.....	8
4.2.7 Media enquiries	9
5. Personal use of social media	9
6. Further information.....	10
Appendix	Error! Bookmark not defined.8

1. Introduction

Social media helps us to communicate with the public; consult and engage; and be more transparent and accountable. This guidance has been developed so that staff can connect with, inform and listen to our residents in a responsible and confident manner, and to minimise the risks to our business through use of social media.

Using social media can:

- increase community engagement and offer responsive communication
- improve democratic engagement
- support emergency and crisis communications
- deliver savings in communication and collaboration
- help us deliver effective services to our residents
- share messages which are aligned to the corporate communications strategy, including recruitment campaigns.

We currently have a range of corporate and service-based social media accounts running on Twitter, Facebook, Instagram, YouTube and Flickr. They range from the generic corporate Twitter feed (largely used for letting people know about news and events and is increasingly being seen as a key customer service channel) to service/interest-based accounts such as Haringey Youth Space and Libraries.

2. Scope

This guidance applies to all staff, consultants and agency workers in particular those who manage and use all forms of Council social media accounts. It also applies to use, of social media for council business purpose as well as and covers professional and personal use of social that may affect Council business in any way media.

This guidance is not applicable to elected members, as they have their own guidance.

Staff employed in Children and Adult Services, or schools may have additional guidance due to their roles.

This guidance covers all types of social media. It also covers private messages sent over online channels such as direct messaging via Facebook, Twitter and WhatsApp.

3. Links to other policies

This guidance should be read in conjunction with the [Employee Code of Conduct](#), [Customer Care Standards](#), [Dignity at Work Policy](#) and the [Internet Security Policy](#).

Social media should never be used in a way that breaches any of our other policies. Any activity using social media, which could be deemed a breach of our employee Code of Conduct and/or any other policy may lead to disciplinary action. Activity over social media will be treated the same as activity in the workplace, for example, verbally in the workplace on the phone or in person.

Staff who manage an approved Haringey Council social media channel must also follow the [Social Media Tone of Voice Guidance](#).

4. Professional use of social media

4.1 General/key customer service channels

Key customer service channels such as Twitter, Facebook, Instagram, YouTube and Flickr, are managed centrally in line with our web publishing standards. Unless you are an authorised administrator for those channels, you should not respond to comments or enquiries on these channels.

We use social media monitoring and management tools for key customer service channels, but if you become aware of a comment in a blog, forum, or on social media that you think we should respond to, please contact the Communications team who can respond on the council's behalf.

If you become aware of a comment on any social media platform that you think the council should respond to, please:

- do not reply to the comment directly
- contact the Communications team so they can respond on the council's behalf.

4.2 Service/interest-based accounts

Some services have their own social media accounts that they use to communicate with service users, such as Haringey Youth Space and Libraries. Advice and assistance on developing and maintaining a successful social media channel will be provided by the Digital Communications team and is available on the [intranet](#).

4.2.1 General principles

All information and responses you post on social media as an employee are public statements, count as a council record and are evidence of the council's work. They may be used as reference at any time in the future.

Please remember that you are responsible for anything that you say online. When using social media, please:

- **be professional** - remember that you are an ambassador for the Council.
- **be responsible** - be honest at all times and share learning and good practice with others where appropriate.
- **respect copyright.**
- **be credible, accurate, fair, and thorough.**

4.2.2 Setting up a social media channel

Our preferred approach is to communicate with our residents is through the existing corporate social media channels rather than create many different council channels for people to deal with. There are times however when a new separate channel is required.

Any social media channel set up on behalf of the council must be authorised in advance by the Assistant Director for Strategy and Communications. This is to ensure that the channel is:

- required
- consistent with our strategic objectives
- properly resourced
- meets our branding guidelines.

The process for developing a new social media channel involves initial meetings with the Digital Communications team to discuss requirements, completion of a project checklist and, where appropriate, a business case.

The process for developing a new social media channel involves:

- meeting the Digital Communications team to discuss requirements
- completing a project checklist
- where appropriate, completing a business case.

A range of materials are available, including tutorials, guidance documents, videos and e-learning modules to assist people working with social media to better realise the benefits and avoid the risks. These are also available through the [intranet](#).

4.2.3 Managing social media accounts

All our social media channels need to be managed professionally in line with our web publishing standards. To ensure the channels meet these standards the Communications team will centrally monitor activity on a regular basis using social media monitoring and management tools.

As part of this process owners of council social media channels must:

- comply with our guidelines on publishing to ensure the quality and accuracy of content
- have designated staff who manage the account
- be available to participate in regular reviews of the channel
- be aware of service users' privacy, and when to move conversations to a private channel
- notify the Digital Communications team of any changes in staff, ensuring any staff using the channel have been properly trained and made aware of the usage guidelines
- ensure the Digital Communications team have up to date copies of all usernames and passwords.

If you are not sure whether to respond or not to comments received on social media, follow the simple flowchart in the [Appendix](#) for guidance.

4.2.4 Security

To ensure the security of these channels, social media account holders must:

- change passwords every time a member of staff who had access leaves the organisation
- ensure passwords are sufficiently complex a minimum of eight characters, including numbers and a mixture of upper- and lower-case letters
- have a system for changing passwords regularly in line with our security policy

- provide the Communications team with administrative access to the channel in case of emergencies and to enable cross-posting and effective monitoring
- make use of any centrally managed secure social media management tool.

4.2.5 What to do if something goes wrong

This guidance is designed to help us responsibly manage our social media channels and avoid crises. Mistakes can happen, and it is important that we respond appropriately.

If you post something you did not mean to, get a message or response wrong, or spot a potential issue (e.g. a Councillor posts something inappropriate), then follow this process immediately to agree remedial action and minimise embarrassment and reputational damage:

1. Tell your line manager and notify the [Communications team](#) immediately. They will assess the severity and notify the Head of Communications, Assistant Director for Strategy and Communications and the CEO if necessary.

If your line manager is not available speak to the next most senior officer.

2. Delete the message if possible and appropriate.
3. The Communications Team will do a reputational risk assessment, to determine if we respond as a council, investigate or do not engage.
4. If necessary, the Communications team will create a crisis communication plan and stop all scheduled posts.
5. If it looks likely to become reputational issue, make the Leader aware.

4.2.6 Elections and pre-election period

During an election period we need to be particularly aware of the strict rules on impartiality and publicity. For detailed information on publicity during an election period, read the [council's guidance](#).

4.2.7 Media enquiries

Unless you are a member of the Communications team or have their permission, please avoid any media enquiries

5. Personal use of social media

All staff are, of course, free to use social media in their own time, so long as it does not involve unprofessional or inappropriate content, does not interfere with your employment responsibilities or productivity and complies with council policies.

Staff must be mindful both professionally and personally of their duties as employees under the council's values of being:

- accountable
- ambitious
- human
- professional.

The simple rule to remember is that the principles covering the use of social media by council staff in both at work in a professional capacity and personal capacity are the same as those that apply for any other activity. Social media is a public forum and the same considerations would apply as, say, to speaking in public or writing for a publication either officially or out of work.

In social media the boundaries between professional and personal use can become blurred, what we say online can quickly move outside of our control (regardless of privacy settings) - so it is important to be particularly careful.

Staff's social media activity could have a negative impact on their professional role or the council's image and reputation. We will not tolerate any of the following activity on social media if it can be connected to you as an employee of the council:

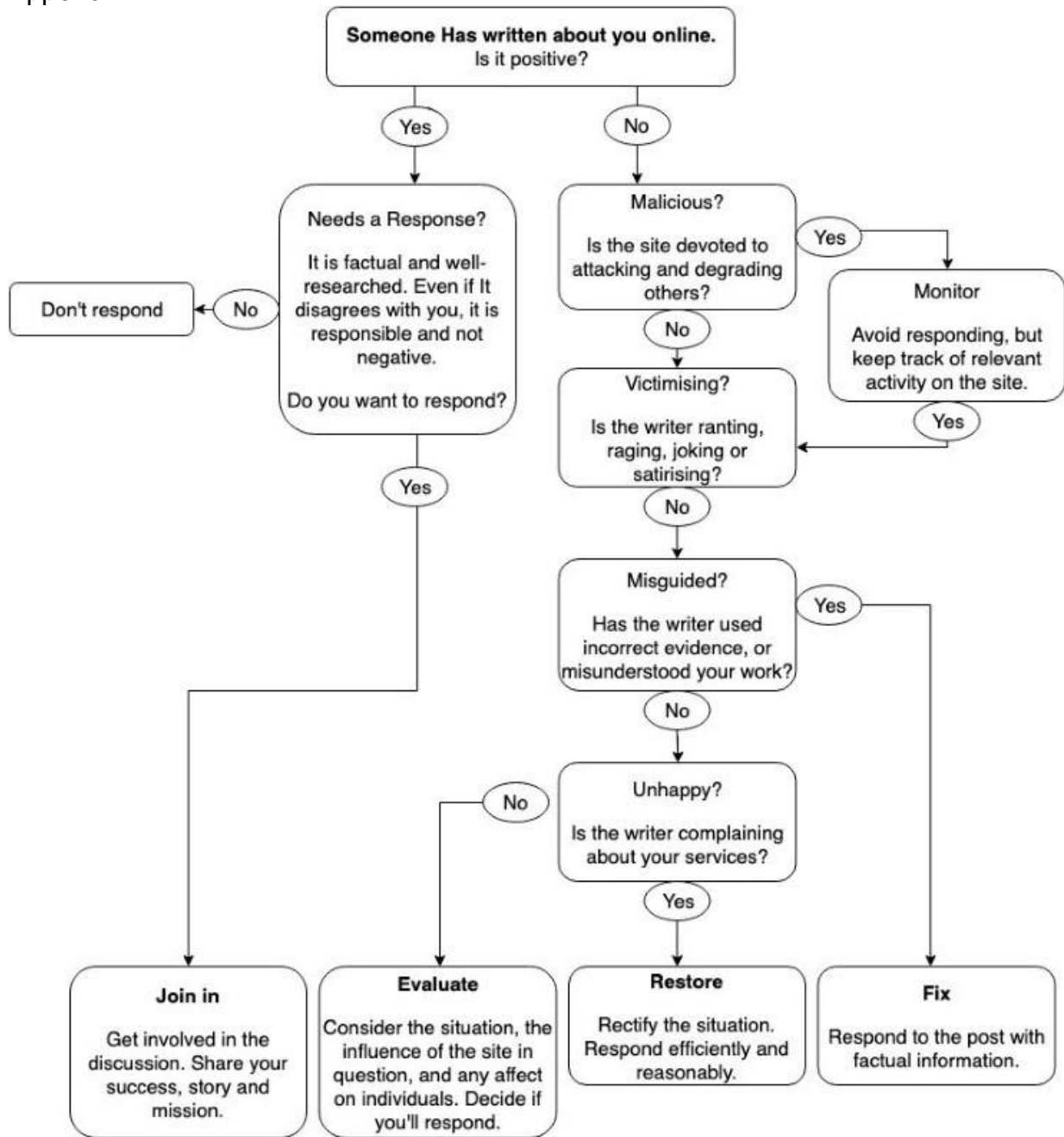
- Abusive or threatening behaviour, including to harass bully any person
- Inappropriate comments or material that may be regarded as discriminatory against any one
- False or misleading statements that could have a negative effect on the council's reputation
- Post comments about council sensitive business related matters, confidential information
- The inclusion of the Councils logo in any social media posting, or in your profile on any social media
- To impersonate colleagues or any person
- Inciting or supporting somebody to commit a crime or other unlawful acts

6. Further information

If you have any queries regarding the setting up or usage of social media in the organisation, please contact the Digital Communications Team on x6951 or webcommunications@haringey.gov.uk

If you need advice relating to employee usage of social media, or the council Code of Conduct, then please contact Human Resources or your directorate HR contact.

Appendix



Before you respond...

Be transparent

Be honest about your connection to the story

Cite sources

Be clear about your sources, and include links to them.

Don't rush

Take time to make your response a good one.

Get the tone right

Reflect your organisation's richness and test your response on a colleague.

Focus

Focus on your most influential online activity.

Document Control

Key Information	
Title	Social Media Practice Notes
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Author	HR Policy Officer, Haringey
Owner	Human Resources
Contact	HR Policy Officer, Haringey
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0.1	01/10/2019	Draft	SB
0.2	05/10/09/2019	Draft with HR comments	SB
0.3	14/10/19	Draft with TU and Network comments	SB
0.4	01/11/19	Updated HR draft	SB
0.5	15/11/19	Draft with Legal and Finance comments	IM

Report for: Staffing & Remuneration Committee

Title: People Report - December 2019

Report authorised by: Richard Grice, Director of Customers, Transformation & Resources

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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

6.1. People Report Headlines

- In September 2019 the established workforce has continued to steadily decline when compared to the previous two quarters.
- The average base pay per employee remains stable at around £38,000.
- The level of Consultant/ Interim engagement has remained the same, although costs have decreased by 1.3%.
- There has been an increase of 8.4% in the number of agency workers utilised by the Council in September 2019. Roles being covered by agency workers are predominately frontline roles, such as Civil Enforcement Officers and Social Workers, whilst permanent recruitment is undertaken.
- One of the Borough Plan outcomes is to increase the percentage of the workforce aged under 40, which is currently 25%. During the last rolling year period 52% of new starters appointed were from this age group. The median across London Boroughs for this age group is 31.6%.
- Sickness rates have remained similar to June 2019, although costs have increased slightly by 4%. HR Business Partners are working with Directors to address sickness rates across the Council.
- The next collection of My Conversation will be in January 2020, findings will be provided in the December's People Report.

7. Contribution to strategic outcomes

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

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

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers; and performance appraisal exercises.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Chief Finance Officer

This report recommends Committee to note the changes in the workforce over the period April 2019 to September 2019. The impact of these changes have already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from this report.

9. Use of Appendices

Appendix A - People Report (September 2019)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report
Haringey Council
Sep-19



Measure	Data Period	Reporting Period				% Change
		Mar-19	Jun-19	Sep-19	Status	
Established Workforce						
Headcount	M	2175	2173	2168	↓	-0.2
FTE	M	1977.3	1969.6	1963.4	↓	-0.3
Cost base pay - monthly (£000)	M	£5,987	£6,171	£6,139	↓	-0.5
Cost base pay - annualised (£000)	M	£71,844	£74,054	£73,669	↓	-0.5
Average cost per FTE (£000)	M	£36	£38	£38	↓	
Off Payroll Workforce - Agency						
Headcount	M	340	443	480	↑	8.4
FTE	M	308.6	380.0	420.0	↑	10.5
Cost - monthly (£000)	M	£1,529	£1,975	£2,263	↑	14.6
Cost - annualised (£000)	M	£18,348	£23,705	£27,162	↑	14.6
% Agency of total workforce	M	13.5	16.2	17.6	↑	
Off Payroll Workforce - Consultants/Interims						
Headcount	M	23	13	13	→	0.0
FTE	M	20.6	11.6	11.6	→	0.0
Cost - monthly (£000)	M	£253	£145	£143	↓	-1.3
Cost - annualised (£000)	M	£3,040	£1,737	£1,714	↓	-1.3
Total Workforce (Established + Agency/Consultants/Interims)						
Headcount	M	2538	2629	2661	↑	1.2
FTE	M	2306.5	2361.2	2395.0	↑	1.4
Cost - monthly (£000)	M	£7,769	£8,291	£8,545	↑	3.1
Cost - annualised (£000)	M	£74,884	£99,496	£102,545	↑	3.1
Leavers						
Headcount	RY	299	310	271	↓	
FTE	RY	248.8	259.4	245.6	↓	
% Resignation/retirement	RY	60	61	72	↑	
% TUPE	RY	6	5	0	↓	
% Redundancy	RY	21	21	12	↓	
% Other	RY	13	13	16	↑	
No. Leavers Aged <40	RY	122	116	123	↑	
Starters						
Headcount	RY	279	277	299	↑	
FTE	RY	252.2	252.9	271	↑	
% Permanent appointments	RY	68	69	67	↓	
% Fixed term appointments	RY	29	27	29	↑	
% Temporary appointments	RY	3	4	4	↑	
No. New Starters Aged <40	RY	134	135	154	↑	

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows

The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

In September 2019 the Council's established workforce headcount has continued to decrease slightly when compared to the previous two quarters.

The average cost per FTE has remained stable at approx. £38K when compared to June 2019.

The number of agency workers used continues to increase by a further 8.4% in September 2019. With 29%, Environment & Neighbourhoods continues to have the highest utilisation of agency workers, predominantly covering Civil Enforcement Officer vacancies. As a result the % of agency of total workforce increasing a further 1.4%.

The median across London Boroughs for % agency of total workforce is 12% - Haringey's is higher at 17.6%.

Although the Council aims to reduce the level of agency workers there will always be a requirement to engage with this type of workforce to help fill short term or stop gap situations where the Council needs to address an imbalance in the workforce or workload.

Overall there has been no change in the level of engagement of Consultants/ Interims, however costs have reduced by 1.3%.

The Council continues to monitor these workers to ensure that objectives set are met within timescale and that vacant posts are filled in a timely manner to avoid disruption to the service we offer residents.

Overall, the Council's headcount, FTE & costs have increased in September 2019 as a result of a significant increase in agency workers.

During the last rolling year period the Council has had 271 leavers, of which 45% were aged under 40.

Children's services attributes to 29% of leavers, with the majority of leavers covering pivotal roles within Early Help and Safeguarding & Social Care.

Whilst our established headcount continues to reduce we are still recruiting a sufficient amount of new employees and this could be as a result of needing to fill pivotal roles in the Council. One of the Borough Plan outcomes is to increase the % of the workforce aged under 40 (currently 25%) and whilst 45% of leavers were in this age group, 52% of new starters were also from this age group. The median across London Boroughs for this age group is 31.6%

People Report
Haringey Council
Sep-19



Measure	Data Period	Reporting Period	% Change
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Sickness Absence

		Mar-19	Jun-19	Sep-19	Status	Sep19-Jun19
Sickness rate (average days)	RY	9.5	9.5	9.4	↓	-1.0
Long term sickness rate (20+ days)	RY	6.1	6.2	6.3	↑	2.3
Short term sickness rate (<20 days)	RY	3.4	3.3	3.1	↓	-7.1
Sickness cost (£000)	RY	£2,508	£2,255	£2,165	↓	-4.0

My Conversation Outcomes

	Jan-19	Jul-19	
% My Conversation outcomes	84	82	↓
% Nil return	6	8	↑
% Out of scope	10	10	→
% Excellent achiever	7	5	↓
% Strong achiever	16	18	↑
% Ambitious achiever	19	14	↓
% Haringey gold	30	36	↑
% Task motivated	5	3	↓
% Values motivated	5	4	↓
% Task focused	11	11	↑
% Values driven	4	5	↑
% Scope to improve	4	2	↓

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows

The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Council Sickness Target: 6 days
All sickness rates have remained similar to the last reporting period, however, overall there has been a decrease in sickness costs by 4%. The median across London Boroughs for average sick days is 8.3 days; 5 days for Long Term Sickness and 3.18 days for Short Term and the median for sickness cost is £2.5 million.
HR Business Partners will work with Directors to look at addressing sickness rates across the Council.

HR Business Partners will continue to work with service areas with regards to compliance, quality and moderation of My Conversation.
The next My Conversation data collection will be in January 2020 for the period July to December 2019.