



A meeting of the **EMPLOYMENT COMMITTEE** will be held in **THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 22 OCTOBER 2025** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the meeting of the Committee held on 23rd July 2025.

Contact Officer: L Adams
01480 388234

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Contact Officer: Democratic Services - 388169

3. WORKFORCE INFORMATION REPORT (QUARTER 1) (Pages 11 - 26)

To consider an update on HR matters impacting on the performance of the organisation.

Contact Officer: L Harfield
01480 388569

4. WORKFORCE STRATEGY UPDATE (Pages 27 - 36)

By means of a presentation, the Panel will receive an update on the Workforce Strategy.

**Contact Officer: L Harfield
01480 388569**

5. WORKFORCE EQUALITY REPORT WITH ACTION PLAN UPDATE (Pages 37 - 56)

To receive an update on the Workforce Strategy.

**Contact Officer: L Harfield
01480 388569**

6. HR POLICY UPDATES (Pages 57 - 84)

The Committee is asked to consider and endorse the updated policies.

**Contact Officer: L Harfield
01480 388569**

7. REPRESENTATIVES OF EMPLOYEES

At the request of representatives of employees to consider a range of issues.

Contact Officer:

14 day of October 2025

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests](#) is available in the Council's Constitution

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Please contact Anthony Roberts ,Democratic Services, Tel: 01480 388169 / email Anthony.Roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Wednesday, 23 July 2025.

PRESENT: Councillor A Blackwell – Chair.

Councillors S Cawley, L Davenport-Ray,
S A Howell, P A Jordan, P Kadewere,
D N Keane and C Lowe.

4. MINUTES

The Minutes of the meeting of the Committee held on 25th February 2025 and 15th May 2025 were approved as a correct record and later signed by the Chair.

5. MEMBERS' INTERESTS

No declarations of interests were received.

6. WORKFORCE INFORMATION REPORT (QUARTER 4)

The Committee received and noted a report on Human Resources (HR) matters impacting on the performance of the Council during the period 1st January 2025 to 31st March 2025. The report included the latest position and trends relating to employee numbers, salary costs and sickness absence. A copy of the report is appended in the Minute Book.

The Committee heard that the workforce totalled 678 people, the fulltime equivalent working out at 620.13 Officers, which was an increase from the previous quarter. The Pay bill had also increased this Quarter and ended with an overspend of £1.137 million. There had also been an increase in Contractor and Agency costs which had been factored into the 2025/26 budget.

It was confirmed that 21 individuals left the Council in Quarter 4 which continued to be a decrease from the previous Quarter when 33 employees left. The overall turnover was 19%. Sickness had decreased from 8.5 days FTE to 8.3, however long-term sickness had increased from 17 to 22 employees.

After a question from Councillor Cawley relating to long-term sickness, referencing depression and other mental health issues, Members were informed that Managers were being trained in how to support their teams when issues such as stress have been raised. The areas covered included Occupational Health referrals and highlighting early intervention as key in ensuring employees were supported from the outset and that they received help getting back

into the workplace.

Further information regarding Health and Safety 'Red Doors' and Near Misses were requested by the Committee as this could be useful in spotting trends which could prevent incidents from happening and highlight any issues or training gaps. Members were advised that there was a system in place to monitor this and the information would be shared with them after the meeting.

Councillor Davenport-Ray asked why recruitment for One Leisure was still high in this Quarter. It was confirmed to the Committee that there were still gaps following the restructure and this was a long-term impact from that.

In response to a question from a Member, it was explained that My Conversation was a new 1-2-1 form which had been in use since April 2025. It provided a structure for a 1-2-1 conversation between a Line Manager and Officer. It was confirmed that this was to be completed monthly.

Following a question from Councillor Cawley, the Committee heard that the course descriptor for the new Management and Leadership course would be circulated via email to Members. The course included HR practises and how to have informal HR discussions. It was co-designed to ensure the training included the necessary information relevant to managers. After the first training cohort, the Committee would receive feedback to review.

In response to a question regarding events that helped with employee wellbeing, the Committee was advised there was an engagement calendar that was being developed with Communications. It would be taken to management teams to promote participation in events.

Special mention was made relating to the Shared Service graduate who had recently secured a contract with the Council.

It was

RESOLVED

that the contents of the report be noted.

7. WORKFORCE PROFILE REPORT

The Committee gave consideration to a report by the Strategic HR Manager (a copy of which is appended in the Minute Book), which contained the annual summary of the profile of the workforce according to their protected characteristics as required by the Equality Act 2010. It covered the period to 31st March 2025.

The report showed that non-declaring of disability was 78 for the year and 61 for ethnicity, both of which represented a decrease from previous years. The Council would take steps to achieve a higher declaration rate in the coming year, such as sending reminder emails to individual employees who had not completed them and offering assistance. Having noted the link between this data and the Workforce Strategy Action Plan, it was

RESOLVED

that the contents of the report be noted.

8. USE OF CONSULTANTS, HIRED STAFF & TEMPORARY STAFF 2024/2025

Consideration was given to the report by the Director of Finance and Corporate Resources (a copy of which is appended in the Minute Book) containing the annual monitoring information on the use of interim staff. The Committee was advised that the report covered consultants, hired staff and temporary staff and had been split between capital and revenue.

After a question from Councillor Cawley, it was explained that the increase in cost arose from a change to the way the budget for agency hiring was compiled, particularly in relation to the Operations Team. This ensured the Council could deliver a key service such as refuse collection by a team that had a high staff turnover. The aim was to assess the staff, train them and then transfer them to permanent positions.

Councillor Keane asked how the use of consultants for Local Government Reorganisation (LGR) would be managed. The Committee was advised that the Council would develop and utilise the staff it already had so the knowledge that was gained through the LGR process would be retained by the new workforce. The aim was to upskill some Officers and backfill their posts. It was confirmed that knowledge gained from consultants was used to upskill the workforce. Further information would appear in next year's report.

After a further question from Councillor Keane, it was confirmed that there would be a hiring freeze which would reduce redundancy costs. There would be discussions around recruitment once more information was received next Summer.

Councillor Davenport-Ray asked for further information about the Strategic Insight Team. The Team had grown and the benefits included assisting with future modelling, understanding data information and the future for how the Council worked. The information was now being provided in a timelier way. This work was no longer being outsourced.

RESOLVED

that the contents of the report be noted.

9. WORKFORCE STRATEGY & ACTION PLAN UPDATE

By means of a presentation (a copy of which is appended in the Minute Book) Chloe George, HR Coordinator – Project Delivery, provided the Committee with an update on the Workforce Strategy. Reference was made to examples of training and development activities, such as the Management and Leadership programme. Managers had been divided into different cohorts so they could learn

from each other. A neurodiversity awareness and support webinar had been introduced along with the Bumps to Baby Midlife Matters and Infant loss support webinars. It was noted that there had been an increase in engagement at the Road Shows. The next Road Show would be in October.

Members' attention was drawn to the success of the ICARE awards and the new My Conversation form, which was now being utilised by Managers for monthly 1-2-1's with staff. Health kiosks were located in Pathfinder House and Eastfield House, and included a follow up day with a nurse on both sites. It was advised that the next work priorities would be the Communications Strategy, Hybrid Working, Mentoring and Coaching and Long Service Awards.

Further clarification regarding slide 4, 'Seeking feedback' was asked for by the Committee. It was advised that it referred to talks about possible pay increments, whilst managing expectations.

Councillor Keane asked if all diverse groups were included in the activities that are being set up for employees. The Committee heard that the Council strived to ensure nobody was left out, referencing setting up a Men's health week and the fact that the calendar covered all groups within the Organisation. The Road Shows were held at Pathfinder House, Eastfield House and One Leisure sites to ensure everyone had the opportunity to put their thoughts forward and to encourage engagement with all employees.

Councillor Jordan praised the efforts of the Teams and wanted it recognised that the ideas had come from the top. She commented that the Workforce Strategy appeared to be building momentum.

Councillor Davenport-Ray asked how staff who were not office-based accessed the learning modules and if Carbon Literacy was included in the modules. It was reported that Eastfield House had a computer that staff could access and that staff were supported through their Line Managers. Group training was available for modules that require multiple members of staff to complete as a means of support.

The Committee heard that after a successful recruitment campaign, four new members had joined the Employee Representative Group (ERG), who had received training.

In response to a question by Councillor Lowe it was confirmed that Officer qualified for the Long Service award after 25 years. Councillor Lowe suggested the award should be augmented by an email so employees felt valued in their work.

Employee Representative, David Pope, expressed his appreciation regarding the pace of delivery of items from the Workforce Strategy Plan and was happy with the attendance at the Road Shows.

Councillor Kadewere provided feedback from residents who found staff more approachable. It was reported this month 28 compliments and 18 complaints were received, which was a notable achievement for the Organisation.

RESOLVED

that the information presented be received and noted.

10. HR POLICY UPDATES

By means of a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) the Committee was acquainted with the outcome of reviews of the Neonatal Care Leave and the Recruitment and Selection Policies.

Councillor Howell asked for clarification regarding how roles were being made more accessible to applicants. It was confirmed that when job descriptions were being prepared HR were challenging the Desirable and Essential criteria.

Regarding the Neonatal Policy, Councillor Cawley suggested that the legislation be quoted to lend it more weight and that the Policy should define a parent. He also suggested that more detail regarding the types of leave and clarification on the support and discretion a manager should provide staff in extreme cases should be included. He also requested clarity on how leave would be recorded through HR. In response it was confirmed that managers would receive a toolkit to assist them to follow the policy. Leave would be recorded in the same way as other absences, which was through the I-Trent system.

RESOLVED

that, subject to the adjustments suggested the Neonatal Care Leave and the Recruitment and Selection Policies be endorsed.

11. REPRESENTATIVES OF EMPLOYEES

David Pope, Employee Representative, informed Members that Officers' main concern remained Local Government Reorganisation. The concerns were being addressed through the FAQs and the regular briefings with the Council's Chief Executive. He endorsed this process.

Mr Pope reported that there now were more Employee Representative Group (ERG) members, which would enable them to provide a better service to staff. He reflected that the ERG needed to engage better with staff to show they were there to support them.

Councillor Jordan expressed her thanks to Mr Pope and the work he did.

Chair

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Workforce Report Quarter Four 2024-25

Report Highlights

Report Section	Measure	Trend	Q4 2024/25	Q1 2025/26
1.1	Headcount	↑	678	696
3	FTE	↑	620.13	638.96
1.2	Variable Employees	↓	400	396
1.4	High Earners	↑	55	61
1.5	Leavers	↑	21	25
1.6	Turnover	↓	19%	17.6%
1.7	Employment Offers Made	↑	59	71
2.0	Sickness Days Lost per FTE	↑	8.3	8.4
2.3	Sickness Absence – Long-Term	↑	54.45%	55.56%
3.0	HR Caseload	↑	95	96
3.1	HR Caseload – Sickness Absence Management	↓	53.6%	51%
			Q4 Forecast	Q1 Forecast
1.3	Pay bill – Total	↑	£31.9m	£35.9m
1.3	Pay bill – Employees	↑	£30.3m	£34.2m
1.3	Pay bill – Contract & Agency Staff	↑	£1.6m	£1.7m

CONTENTS

1.0	Employee Profile.....	3
1.1	Headcount and FTE	3
1.2	Workforce by Contract Type.....	3
1.3	Paybill	4
1.4	High earners	5
1.5	Leavers	5
1.6	Turnover	6
1.7	Recruitment Metrics	6
1.8	RECRUITMENT CHALLENGES/SUCSESSES.....	8
1.9	Learning & Development and Employee Engagement	8
2.0	Sickness Absence	10
2.1	Trend of Working Days Lost Across HDC	10
2.2	Reasons For Sickness Absence	11
2.3	Sickness Absence Breakdown	12
3.0	HR Caseload.....	13
3.1	Breakdown of HR cases by Type	13
4.0	Equalities Data	14
4.1	Workforce by Age and Grade	14
4.2	Workforce by Gender	14
4.3	Employees by Grade and Gender	15
4.4	Workforce by Ethnicity.....	15
4.5	Disability Data	15
5.0	Accident / Incident Reports	16
5.1	OPERATIONS SERVICES.....	16
5.2	OFFICE-BASED PREMISES	16

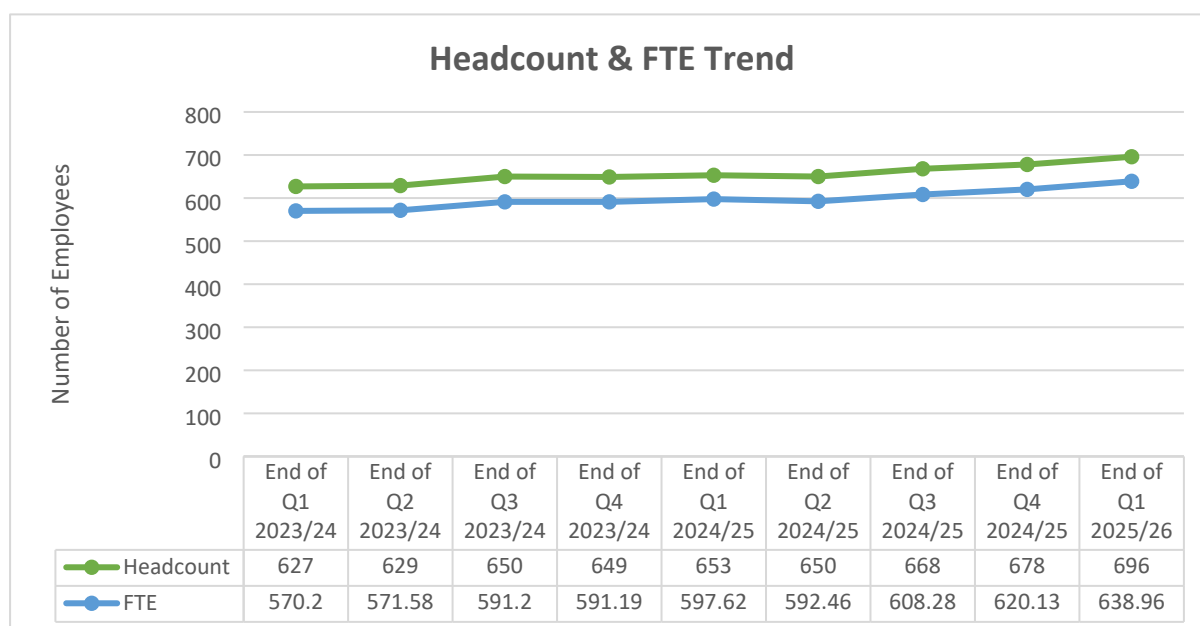
1.0 EMPLOYEE PROFILE

Definition: Headcount is the number of employees working within the Council, counting primary roles only, and excluding casual roles.

A **full time equivalent** (referred to as FTE) is a measure of an employee's workload to make the position comparable across the workforce based on a 37-hour full-time working week. For example, an FTE of 0.5 indicates that the employee works half of a full-time working week (18.5 hours).

1.1 HEADCOUNT AND FTE

At the end of Quarter One (30 June 2025), the total number of permanent and fixed term employees employed by Huntingdonshire District Council was 696 (excluding those employed on a variable or casual hour basis) with the number of full-time equivalent posts at 638.96

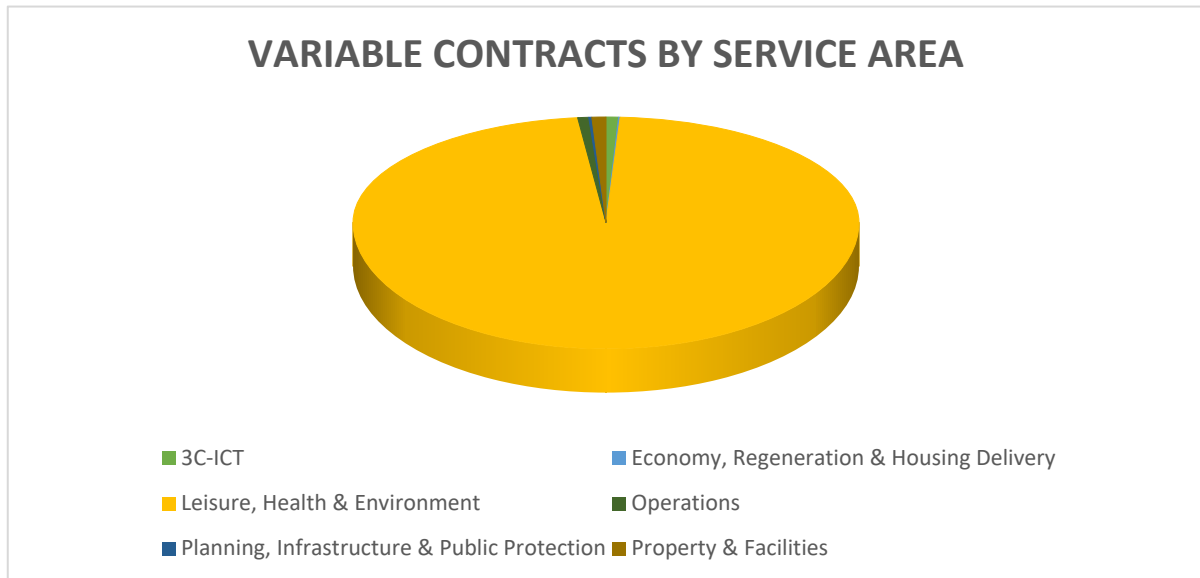


1.2 WORKFORCE BY CONTRACT TYPE

Data on Variable employees is included in the below table. However, data on Variables are not included in the other areas of the workforce reporting. Variables are typically employed in multiple positions across Leisure services; though a small number of Variables are employed in Operations, and ICT. At the end of Q1, HDC had 396 individuals employed in 840 posts. This is a decrease from Q4.

The numbers in the table below may vary as they include employees with multiple contracts/ positions.

Employment Type	Q4 2024/25	Q1 2025/26
Fixed Term	42	39
Permanent	613	640
Apprentice	3	3
Secondment/Acting Up	20	14
Grand Total	678	696
Variable employees	400 (820)	396 (840)



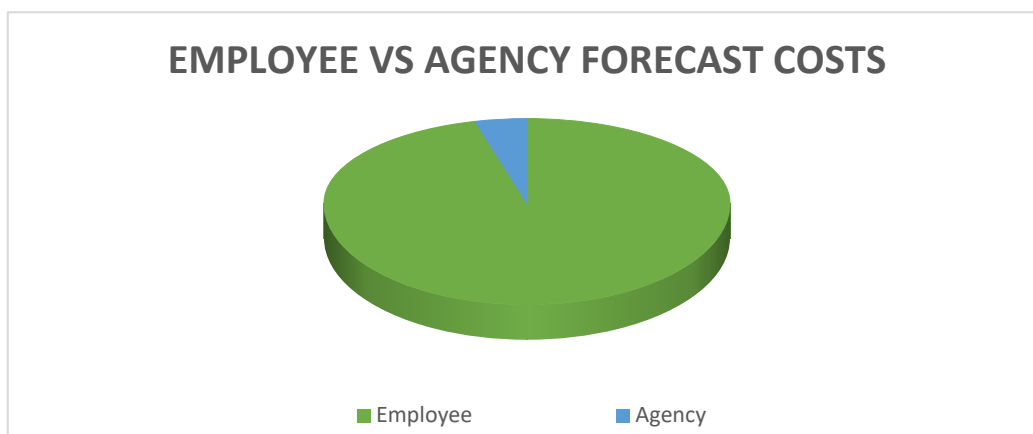
1.3 PAYBILL

The following table shows the employee pay costs over several years. At this stage of 2025/26 the forecast shows a projected underspend on all employee costs (staff, contractors and agency workers) of £62k. This arises from an underspend on employee salaries of £1.188m, but an overspend of £1.126m on contractors and agency workers against an agency budget of £630,982.

The majority of our agency spend is centred towards our ICT, Planning and Operational Services teams and is mainly supporting Development Management, Network Infrastructure and Digital Development and Waste/Street Cleansing teams.

Year	Employee Paybill Budget (£)	Employee Paybill Actual (£)	Employee Paybill Forecast (£)
2017/18	24,591,631	23,536,053	
2018/19	25,230,515	23,192,646	
2019/20	24,871,268	23,941,696	
2020/21	25,679,601	24,240,402	
2021/22	25,377,310	25,421,307	
2022/23	27,330,175	26,467,958	

2023/24	27,848,427	27,157,627	
2024/25	30,414,246	32,360,000	
2025/26	35,988,670		35,926,011



1.4 HIGH EARNERS

Definition: High earners are classified as employees who are paid at £50,000 or above. This information is already published annually in line with the Government's commitment to improve transparency across the public sector and the target hasn't changed since it was introduced. The Councils pay policy distinguishes authorisation of salaries over £75,000 per annum.

At the end of Quarter One, there were 61 employees paid at FTE salaries of £50,000 or above, representing 8.7% of the total workforce. 1.2% of the workforce are paid salaries over £75,000. The total number of employees classed as high earners has increased since the previous Quarter (55).

1.5 LEAVERS

During Q1, there were 25 employees on permanent or fixed-term contracts who left the organisation, which is an increase on the total leaving in the previous Quarter (21).

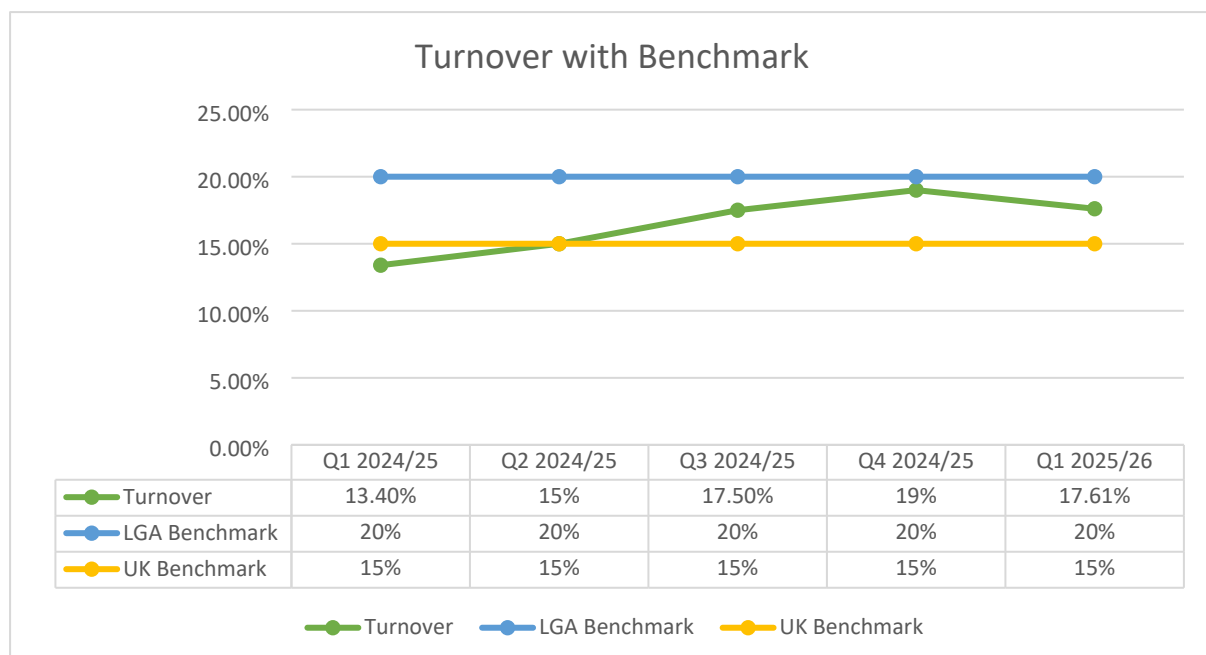
8 of the leavers from Q1, resigned to take up other posts with either commercial or public sector employers, this is the same as from last quarters report. We had 3 retirements during this quarter with a combined service of 27 years.

Leaving Reason	Permanent	Fixed-term
Dismissal Capability		
Dismissal Ill Health	1	
Dismissal Misconduct		

End of Contract		2
Failed Probation		
Redundancy	2	
Retirement	3	
Other	1	
Voluntary Resignation	12	4
Total	19	6

1.6 TURNOVER

In the 12 months to 30th June 2025, 118 employees left the Council. As a proportion of the average number of permanent/fixed term employees over this period, the overall annual turnover rate for employees is 17.6%, which is lower than the previous quarter and remains below the LGA benchmark. Data from exit interviews is analysed to see where additional support may assist with staff retention.



1.7 RECRUITMENT METRICS

During the first quarter of 2025-26, we made a total of 71 job offers, with 16 of these going to existing staff members who were promoted or transitioned into new roles. The HR team remains committed to fostering internal growth and mobility within the organisation.

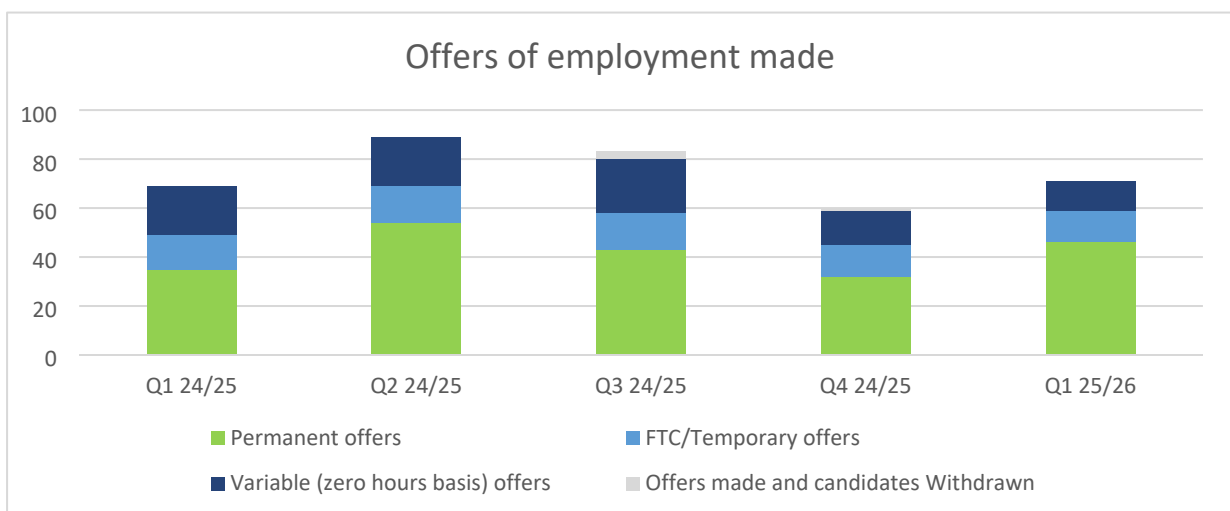
In terms of recruitment metrics, the council advertised 51 roles in Q1 25-26, a decrease from 81 in the previous quarter. Notably, the number of applications received was 644, representing a decline from the previous quarter's total of 994 which is expected due to the reduced number of roles advertised. This, in part, reflects a lower turnover rate that we are currently experiencing.

Advertised Roles	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
	83	83	47	81	51

Advertised Roles per business area	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
ICT	6	1	5	6	0
Corporate Services (HR, Finance, Facilities, Dem Services)	8	10	2	6	3
COO (Development/Planning, Community, Revs & Bens, Customer Services)	9	17	3	11	3
Strategic Housing & Growth	2	4	3	3	0
One Leisure	36*	21	25	32	23
Recovery Services (Car parking; Countryside, Parks & Open Spaces)	1	6	5	6	5
Operations (Waste, CCTV, Grounds Maintenance, Street Cleaning)	17	17	3	15	12
Executive/Transformation/Communications	4	7	1	2	5

*includes One Leisure review.

Number of candidates applied	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
	604	1129	763	994	644



1.8 RECRUITMENT CHALLENGES/SUCCESSSES

Permanent job offers increased to 46 compared to 32 in the previous quarter, highlighting a positive trend in securing long-term talent.

Temporary and variable contracts remained stable, with 13 offers made for fixed-term contracts and 12 for zero hours.

LinkedIn continues to support our talent acquisition activity. We have achieved 216,000+impressions, 10,900+ views and 1,153 total apply clicks resulting in 3 hires. In addition, our followers have grown by 276. This is very encouraging, and we will continue to use all the tools at our disposal to grow our LinkedIn network.

There were unfilled roles this quarter, including three positions in One Leisure and one in Recovery Services. After unsuccessful recruitment campaigns, the services area affected took the opportunity to review the requirements for these roles. One position within Leisure was re-advertised and filled successfully, while the other two roles are currently on hold. Additionally, the decision was made not to proceed with the Project Support Officer role in Recovery Services due to the short timeframe before the implementation of Civil Parking Enforcement (CPE).

Overall, while there are recruitment challenges, particularly in attracting candidates for specific One Leisure roles, we have experienced success in promoting internal staff and increasing the number of permanent job offers. Moving forward, the HR team will continue to address these challenges and work towards enhancing recruitment strategies.

1.9 LEARNING & DEVELOPMENT AND EMPLOYEE ENGAGEMENT

Learning & Development continue to work closely with Cambridge Regional College, with a view to hosting work experience placements with us during the year. Work experience placements are becoming increasingly popular compared to previous years, and new links with local educational settings are proving worthwhile with several placements in the pipeline.

A graduate shared between Huntingdonshire District Council, Cambridge City Council, and South Cambridgeshire District Council joined us in February for their final 8-month placement as part of the National Graduate Development Programme. Following a successful recruitment campaign, they have accepted a permanent role and are now employed by HDC.

The Leadership Development Programme launched in March with the successful delivery of three out of the eight course titles running during Q1. The programme is fully supported by the Corporate Leadership Team and is designed for all managers, at all levels across the council.

A snapshot of feedback received from the courses so far:

- *‘Very focused training with some tools to use in my everyday job.’*

- *‘The trainer was fantastic at explaining everything, she made the course fun and got everyone involved.’*
- *‘I really enjoyed the course, lots of great discussions and relevant content.’*

The Learning & Development Team continue to support managers and individuals to explore apprenticeship opportunities for existing staff as well as new apprenticeship contracts with the council.

Apprenticeships during Q1; four staff have successfully completed all the required learning components of the apprenticeship programme and are working towards their respective End Point Assessment in the following apprenticeships;

- Junior Energy Manager, Level 3
- Business Administrator, Level 3
- Countryside Ranger, Level 4
- Operations or Departmental Manager, Level 5

Apprenticeships

- The apprenticeship programme is continuing to develop and support internal staff within HDC. By the end of Quarter One 2 new apprenticeships have been supported, with both of these being new starters within HDC.
- The figures shown in the table below are as at the end of June 2025.

	Level 3	Level 4	Level 5	Level 6	Level 7	Total
New Apprenticeships	0	2	0	0	0	2
Ongoing	7	11	3	1	4	26

2.0 SICKNESS ABSENCE

Definition: Long term sickness is classified as a continuous period of absence of 28 or more calendar days. All other periods of absence are defined as **short term**.

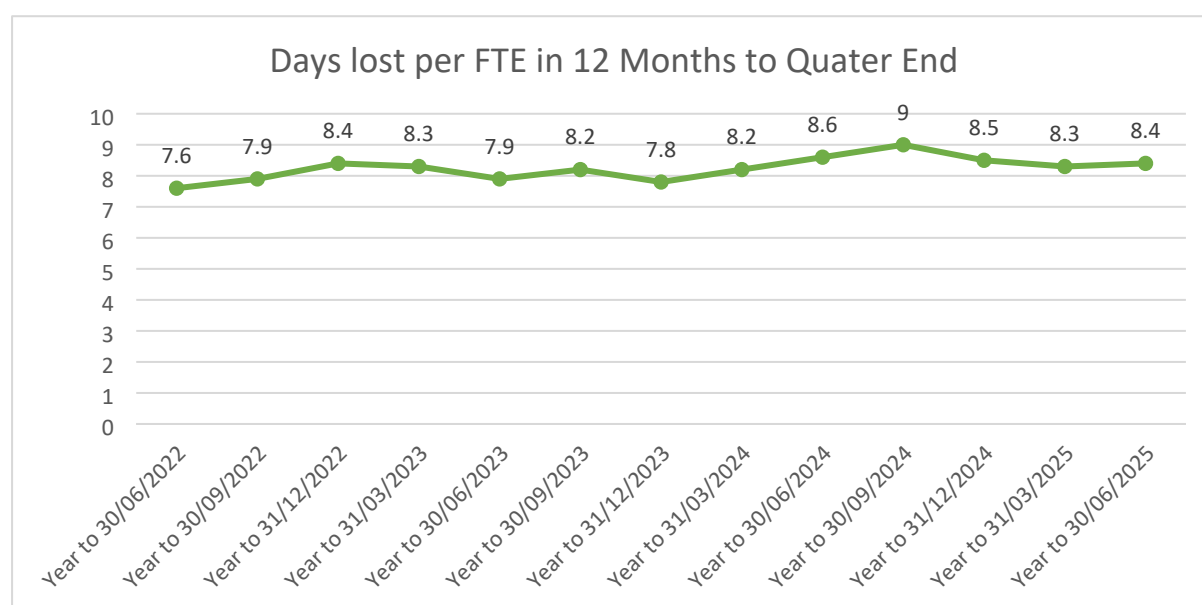
The absence data is calculated per full-time equivalent (FTE) as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

Trigger points for management action under HDC policy are as follows:

- 3 or more periods of absence in a rolling 3-month period
- 6 or more periods of absence in a rolling 12-month period
- 8 working days or more in a rolling 12-month period
- Long term absence of 28 calendar days or more
- Patterns of absence
(e.g., regular Friday and/or Monday; repeated absences linked to holidays)

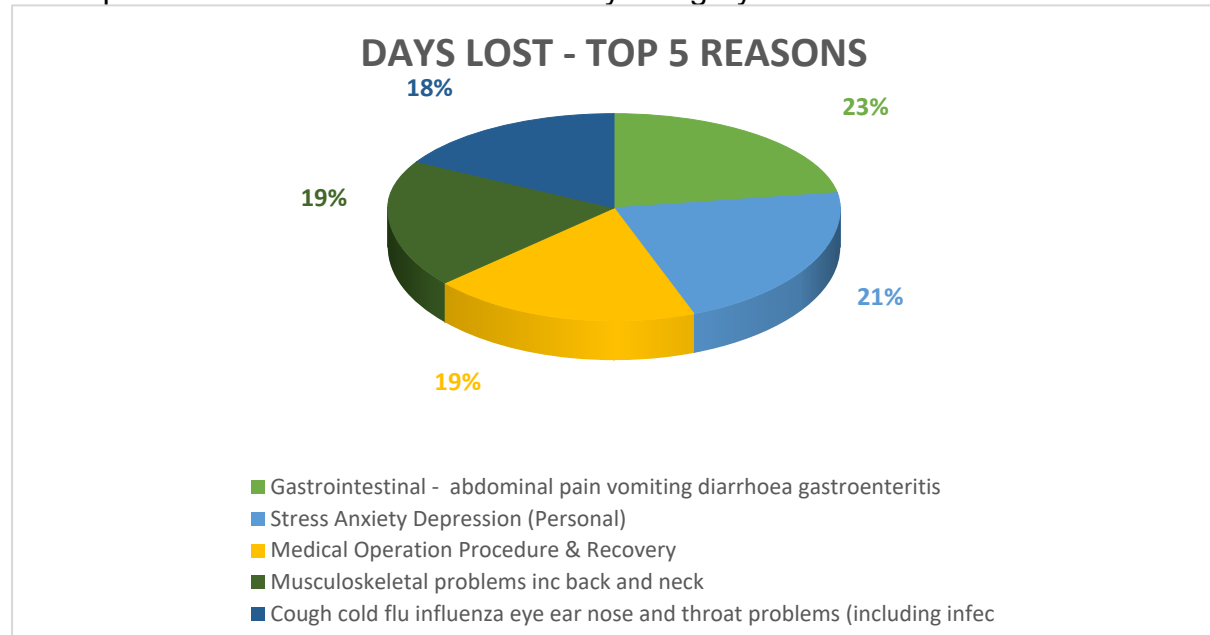
2.1 TREND OF WORKING DAYS LOST ACROSS HDC

The graph shows the trend in sickness absence per FTE employee over a rolling period to the end of each Quarter since June 2022. It shows that sickness absence to the end of Q1 has increased to 8.4 days per FTE which is a slight increase from 8.3 days per FTE last quarter.



2.2 REASONS FOR SICKNESS ABSENCE

The top 5 reasons for sickness absence by category below: -

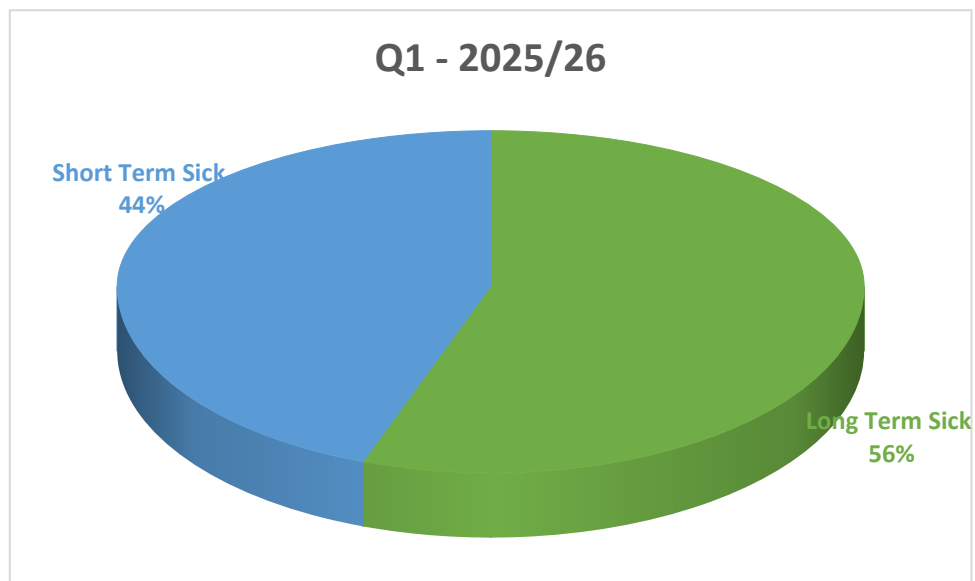


2.3 SICKNESS ABSENCE BREAKDOWN

Days lost due to long-term sickness has increased in Q1 compared to the previous Quarter. However, the number of staff absent from work on long term absence has reduced and the number continues to remain significantly lower than Q1 in the previous year. Short term sickness has seen a very slight increase compared to the previous quarter. We continue to see a high level of operations and recovery time and we are aware that there are ongoing delays from covid resulting in a backlog of procedures which we are starting to see being resolved.

Quarter	Total days of long-term sickness	Total Working days lost (Short term sickness)	% of total absence long-term	% of total absence short-term
Q4 2022/23	348 (8)	752	31.60%	68.40%
Q1 2023/24	590 (11)	411	58.90%	41.10%
Q2 2023/24	820 (20)	379	68.30%	31.70%
Q3 2023/24	878 (24)	541	61.80%	38.20%
Q4 2023/24	859 (29)	472	64.50%	35.50%
Q1 2024/25	859 (22)	449.5	65.60%	34.40%
Q2 2024/25	823 (18)	566.01	59.30%	40.70%
Q3 2024/25	525 (17)	663.29	44.10%	55.90%
Q4 2024/25	716 (22)	599	54.45%	45.55%
Q1 2025/26	750 (21)	600	55.56%	44.44%

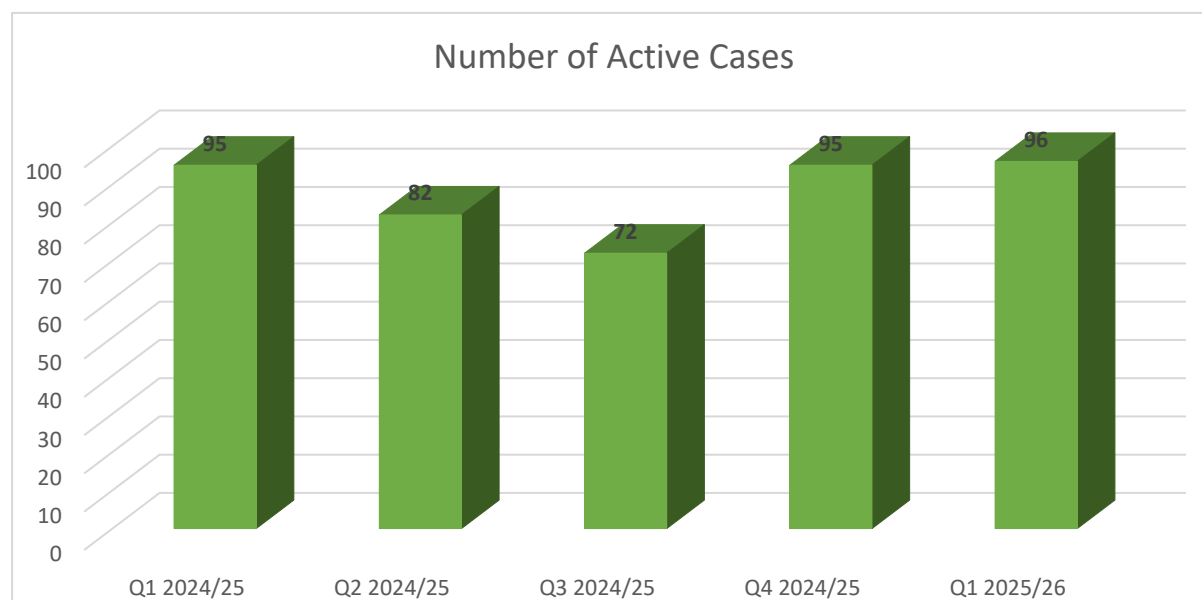
*Brackets denotes number of employees absent.



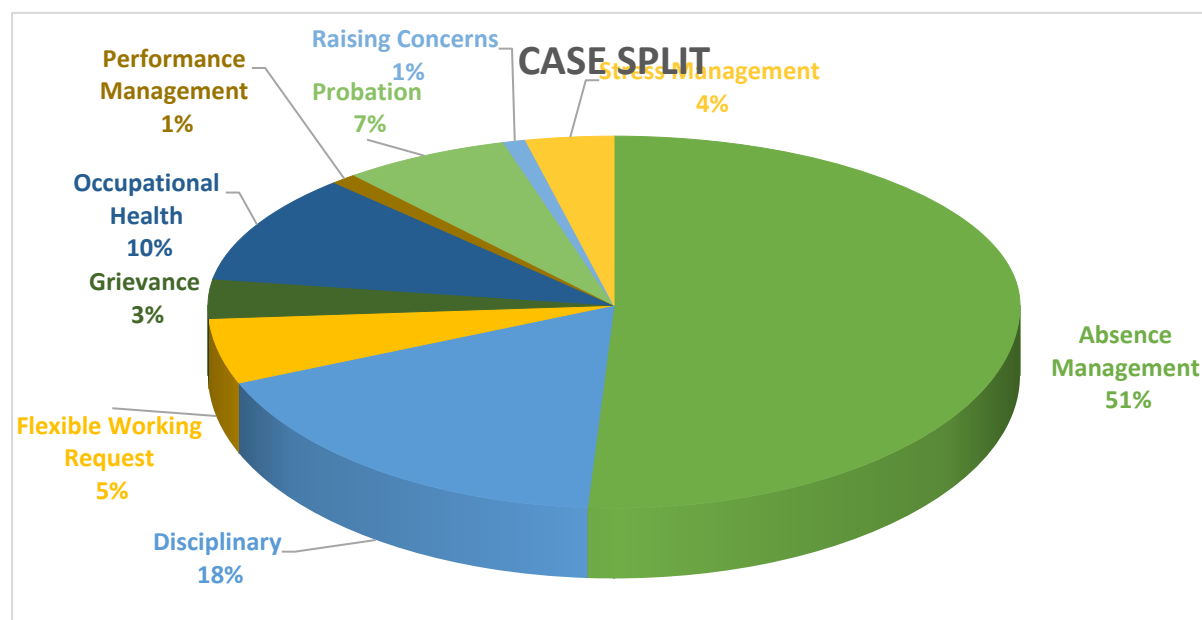
3.0 HR CASELOAD

The caseload is recorded to provide an indicator of the type of HR issues that the organisation has been dealing with over the last 12 months.

3.1 BREAKDOWN OF HR CASES BY TYPE



During Q1 there were 96 cases in progress, of which 24 were dealt with under formal procedures. Absence management continues to be the highest split of casework which is reflective of the sickness absence rates.

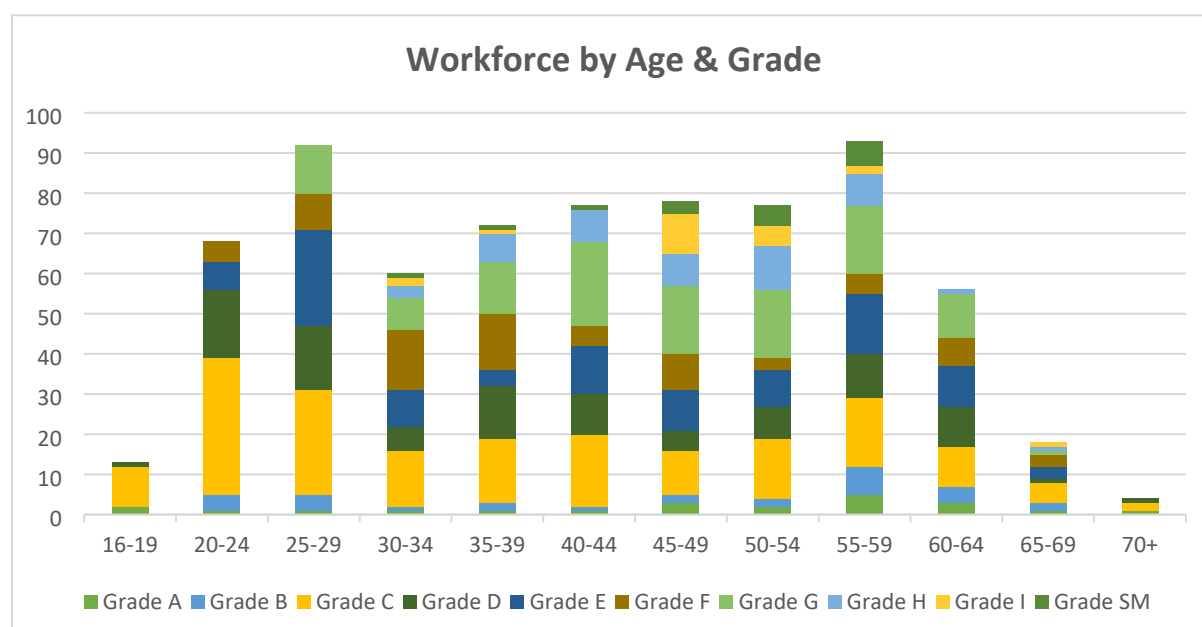


4.0 EQUALITIES DATA

Equality Data may be presented using percentages and not specific numbers as in some cases the sharing of specific numbers would mean that a small group of people could be easily identified.

4.1 WORKFORCE BY AGE AND GRADE

The number of employees by 5-year age band is depicted below by pay grade. Please note that where an employee has two jobs on different grades, they have been counted within their age band against both grades.



For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salary levels.

4.2 WORKFORCE GENDER

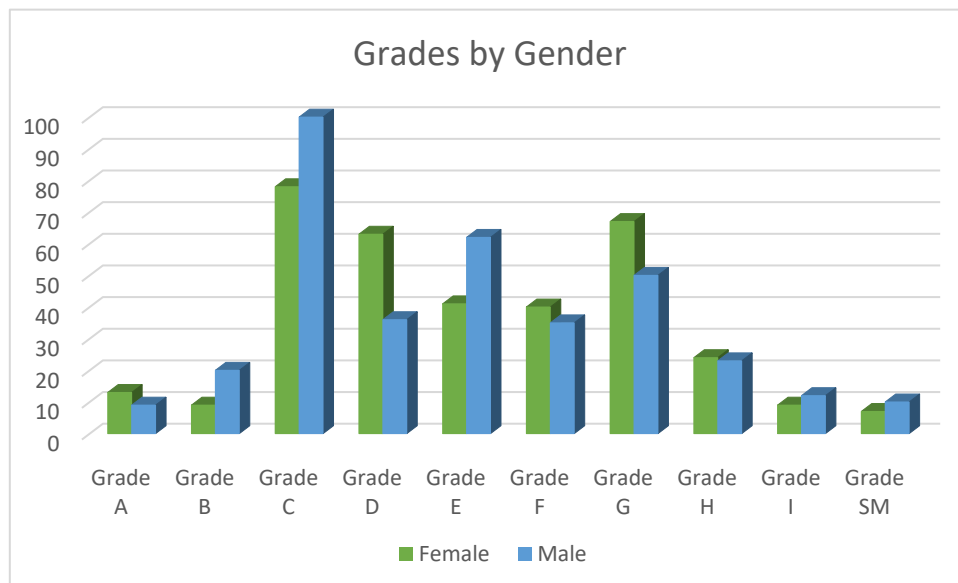


351



357

4.3 EMPLOYEES BY GRADE AND GENDER



4.4 WORKFORCE BY ETHNICITY

Ethnicity	% of workforce
Asian	2.12%
Black	1.69%
Mixed	1.41%
Not Stated	8.90%
Other Ethnic Groups	0.42%
White	85.45%

4.5 DISABILITY DATA

Disability Status	% of work force
No	76.41%
Not Known	12.15%
Yes	11.44%

5.0 ACCIDENT / INCIDENT REPORTS

This section reports on the number and nature of accidents and incidents occurring in owned, managed and occupied premises or associated with work activities undertaken by the Council's employees, during the period 1st April to 30th June 2025.

Definition: Accidents reported to the Incident Control Centre under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations are referred to as RIDDOR accidents.

5.1 OPERATIONS SERVICES

There were no RIDDOR accidents reported.

There was one non-RIDDOR accident relating to an employee recorded.

The table below summarises this by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Injured while handling, lifting or carrying	First Aid	1

5.2 OFFICE-BASED PREMISES

There were no RIDDOR accidents reported.

There were two non-RIDDOR accidents relating to employees recorded.

The table below summarises these by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Incident/no injury – medical	First Aid	1
Non-RIDDOR accident	Fall from height – Fall from bike	Doctor Recommended	1

5.3 ONE LEISURE, ONE LEISURE ACTIVE LIFESTYLES AND PARKS AND OPEN SPACES

There were no RIDDOR accidents reported.

There was one non-RIDDOR record relating to an employee recorded.

The following table summarises these by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Incident/no injury – medical	First Aid	1

A total of sixty accidents were recorded involving non-employees.

There were no RIDDOR reportable accidents involving non-employees recorded.

There were nine recommendations to seek further medical attention and no ambulances were called.

5.4 NEAR RISKS

There were no near risks reported during this period



Workforce Strategy Update

Kiran Hans



Recent Activity

- Leadership Development Programme
- Escape Pain Management sessions
- Know your numbers week
- LGPS appointments with an advisor
- 4th set of Road shows held at all sites

Escape Pain Management and Know your numbers

Page 29



Continued:

- Staff survey launched
- Electric and Hybrid Vehicles
- More Leisure Discounts secured – Pure experience
- New wellbeing and Benefits page

Staff benefits and well-being page

Staff benefits and well-being

Well-being

[Find out more](#)

Benefits

[Find out more](#)

Discounts

[Find out more](#)

Staff well-being

Employee Assistance Programme

[Learn more](#)

My Money Matters

[Learn more](#)

Menopause support

[Learn more](#)

Eye test vouchers

[Learn more](#)

Flu jabs

[Learn more](#)

Domestic abuse support

[Learn more](#)

Bump 2 Baby webinars

[Learn more](#)

Midlife Matters webinars

[Learn more](#)

Infant loss support

[Learn more](#)

Support from the RAI Team

[Learn more](#)

Staff benefits

Cycle to Work scheme

[Learn more](#)

Saving on travel

[Learn more](#)

My Money Matters

[Learn more](#)

Staff discounts

One Leisure discounts

[Learn more](#)

Savings with Vinup

[Learn more](#)

Dell Advantage Programme

[Learn more \(pdf\)](#)

Discounts at local and other businesses

Simply show your HDC staff pass to get:

- 10% off at [Bonnie Pizzeria](#) in their cafe based in Godmanchester.
- 10% off at Chaquers Shoes, based in Huntingdon.
- 10% off at Don't Panic Group (excluding alcohol), which includes:
 - Don't Panic Pizzeria and Grill
 - Burger Club
 - Mac Attack
 - White Hart Warboys
 - Don't Panic Escape Rooms and Don't Panic promotions.

Plus, take advantage of:

- 20% off gifts at Freddie's Flowers (using code: HDS20GIFT) and 20% off subscriptions (using code: HDS2020V).

Continued:

- Tai Chi sessions
- Incremental progression new form created
- Project Group Hybrid working policy
- My money matters - Additional Voluntary contributions session

Upcoming/Current Activity:



Halloween Pumpkin Decorating Competition



Menopause Awareness Day Talk - 16th October



I Am Remarkable Session - 15th November



International Men's Day - w/c 17th November



Christmas Party - 28th November



Christmas Decorating Competition



Christmas Quiz - 10th December

Next 4 Priorities:

- Equality Diversity and Inclusion Group
- Succession Planning
- Staff Referral scheme
- Staff support groups

Progress on Actions:

November 24 Committee	February 25 Committee	July 25 Committee	October 25 Committee
9 Completed 15 in progress 25 to start	11 Completed 19 in progress 19 to start	18 Completed 18 in progress 13 to start	22 Completed 17 in progress 10 to start

Any Questions



WORKFORCE PROFILE

as at 31 March 2024 with Action Plan October 2025



Equality Act 2010: Public Sector Equality Duty

The purpose of this report is to provide an annual summary of the profile of the workforce of Huntingdonshire District Council (HDC) by their protected characteristics as defined under the Equality Act 2010.

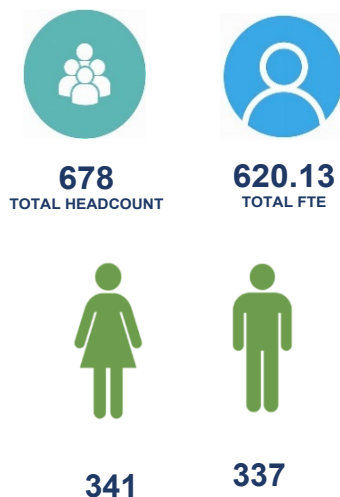
All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employed workforce on a regular annual basis. The latest workforce information for HDC is based on data obtained as at 31 March 2025.

The three aims of the Equality Duty are:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

As equality monitoring questions are optional, the Council does not hold a full set of information for every employee. Where employees did not answer or did not want to state their protected characteristics, these are shown as “not declared”

Huntingdonshire District Council 2024/25 - Headcount and Gender



The figures are spilt by Total Headcount

What does this data tell us?

- The census data 2021 shows that 49.6% of the population of Huntingdonshire are men, whilst HDC workforce is made up of 49.7% male (49% in 2024). In comparison the census data shows 50.4% Females, whilst HDC workforce is made up of 50.3% females (51% in 2024).
- In terms of those living in the district, who are employed the split is 52.5% male and 47.5% Female. Therefore, the makeup is reflective of the local demographic and demonstrates an evenly split in the workforce by gender identity.

What are we doing well and where do we need to improve?

- Our last Gender Pay Gap data for 31 March 2024 demonstrated that HDC continue to have a lower than average Gender Pay Gap. The next report is due to be published by 31 March 2026.

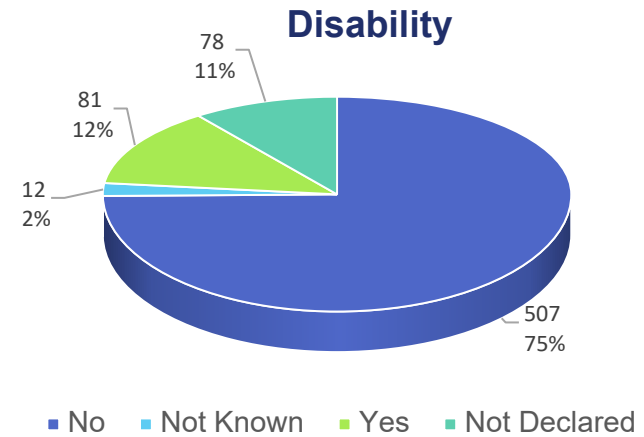
- Flexibility, remote working and flexi scheme are promoted through recruitment processes where possible and dependent on the role. HDC employ 150 part time employees, 6 compressed hours e.g. 9 day fortnight contracts and 1 annualised hours contracts.
- HDC website has been updated with our pledges including the menopause and bumps to baby and beyond pledge and we are now including this when advertising roles.
- We have also partnered with Bumps to Baby and Beyond to provide staff support on the early years of parenting to teenage years. In addition mid-life support training is also available for staff e.g. perimenopause and menopause, empty nest syndrome and caring for elderly parents. Finally support for infant loss and coping strategies is also available.
- We have held regular Wellbeing Cafés for women, covering key topics such as the menopause. Staff have also benefited from free support through a dedicated Menopause Café provided by UNISON. Menopause Awareness Day has been marked with special guest speakers to raise awareness and foster open conversations. Additionally, a new Employee Assistance Programme has been launched to offer confidential support and resources for all employees. In addition to our existing health and wellbeing initiatives, we have also held cervical screening appointments on site to support early detection and preventative care.

Actions:

- Further work needs to be done regarding men's initiatives such as International Men's Day and more health awareness schemes.

Huntingdonshire District Council 2024/25 - Disability

Year	No	Yes	Not Known	Not Declared
2023	400 (64.62%)	65 (10.5%)	8 (1.29%)	146 (23.59%)
2024	468 (72.11%)	73 (11.25%)	9 (1.39%)	99 (15.25%)
2025	507 (75%)	81 (12%)	12 (2%)	78 (11%)



What does this data tell us?

- The census data shows that under the Equality Act category for 'day to day activities limited a lot and limited a little' we have a 16.3% make up in our demographic. HDC shows a make up of staff that have declared a disability at 12%. Please note the Census data would include people who are not of working age as well as people who are not able to work due to their disability or other reasons.
- The Census results show for people living in the district that are employed 9.6% are disabled under the Equality Act. The data demonstrates that compared to those that are employed HDC employs a higher percentage of people that have shared they have a disability compared to the census data.

What are we doing well and where do we need to improve?

- HDC is signed up to being a Disability Confident Employer, which is a commitment to improving the way we recruit, retain and develop disabled people, this pledge is also now being used on the website for recruitment.
- The Adjustments Passport is being used by staff and managers where they have a disability, health condition or need temporary adjustments to enable them to carry out their role by facilitating conversations between employees and their line manager to capture the adjustments agreed.

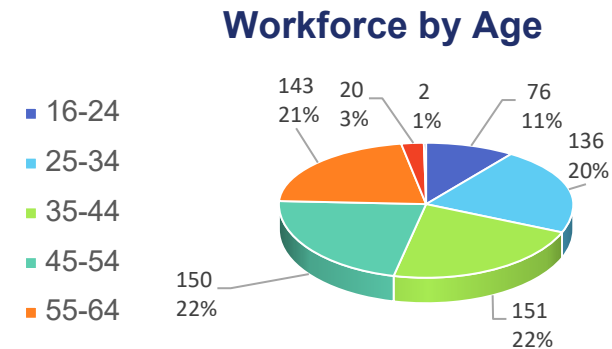
- Work has been completed on communicating the option to use the adjustments passport with managers and employees that have declared a disability. Information has been included in new starter documents, in sickness management forms and is shared with employees that change their disability status on the HR/Payroll system. This new process ensures the employee is contacted by the HR team to ensure reasonable adjustments are put in place.

Actions:

- HDC will need to continue to increase the declaration rate.
- Explore with ITC a Dyslexia friendly font, so that emails can be in the correct size, justified appropriately and using the correct font.
- Explore Mindful employer charter, this charter is about taking positive approach to mental health at work.

Huntingdonshire District Council 2024/25 - Age

Age Group	16-24	25-34	35-44	45-54	55-64	65-69	70+
Number of Employees & percentage	76 11%	136 20%	151 22%	150 22%	143 21%	20 3%	2 1%



What does this data tell us?

- The census data age brackets are quite large so this makes it difficult to get an accurate comparison of age against the demographic.
- HDC data has an even spread, except for the lower age group category 16-24 and 65+. However, when including our variable workforce in the headcount, who predominantly work in leisure, the 16-24 category increases to 27%.

What are we doing well and where do we need to improve?

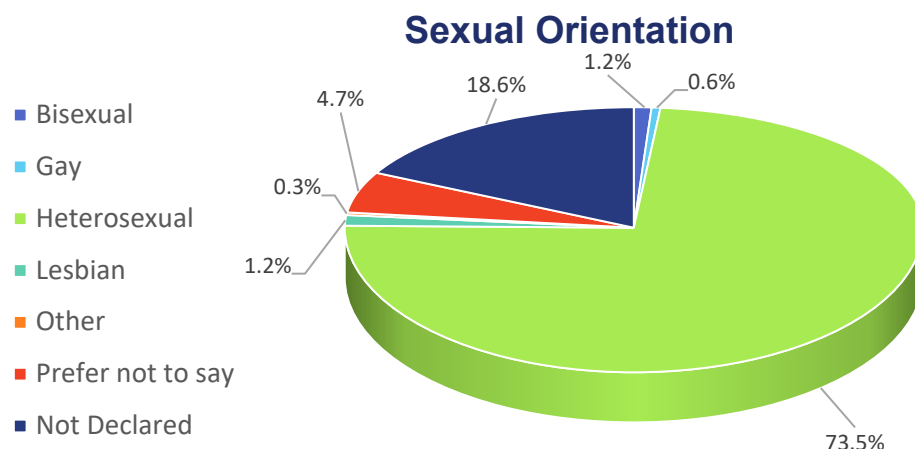
- The recruitment team have been going out to colleges to attract potential applicants and will continue to do this.
- HDC will continue to work with local colleges to give students opportunities where possible

Actions:

- Continue to work on bringing in more Apprenticeships and increase the number of graduate opportunities in HDC.
- Develop a coaching and mentoring scheme for all employees but to also help younger employees.

Huntingdonshire District Council 2024/25 - Sexual Orientation

Sexual Orientation	No of Employees and percentage	
Bisexual	8	(1.2%)
Gay	4	(0.6%)
Heterosexual	498	(73.5%)
Lesbian	8	(1.2%)
Other	2	(0.3%)
Prefer not to say	32	(4.7%)
Not Declared	126	(18.6%)



What does this data tell us?

- The census data shows the make-up of people that declared themselves as lesbian or gay to be 1.3%, HDC is slightly above this at 1.8%, (0.9% last year), the increase is linked to the actual disclosure rate which has increased. In relation to being bisexual HDC has a 1.07% declaration (1.1% last year) and the Huntingdonshire demographic data shows 1.2%. Heterosexuals make up of Huntingdonshire was 91% as opposed to HDC where it is 73.5%, this could be linked to the lower number of not shared rate. Similarly, the Census question on sexual orientation was a voluntary question and therefore not completed by everyone (4.7% preferred not to say).

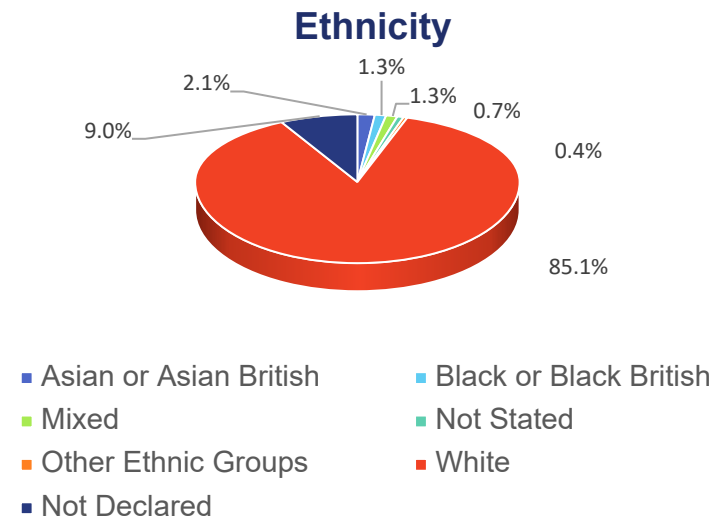
What are we doing well and where do we need to improve?

- HDC fly the pride flag and share communications regarding this.
- The disclosure rate had increased since last year, 18.6% have not shared this year compared to 28% last year. The council has seen an increase in sexual orientation declaration rates following a targeted internal campaign. This initiative focused on educating employees about the meaning and purpose of the declaration categories, helping to build understanding, trust, and confidence in sharing personal data.

Actions:

- There will be actions that come through the workforce strategy that will contribute to this area including developing an equality diversity and inclusion (EDI) group.

Ethnicity	Asian	Black	Mixed	Other	White	Not Declared
Number of Employees 2023	13 2.1%	7 1.1%	6 1%	4 0.6%	470 75.9%	119 19.2%
Number of Employees 2024	12 1.85%	11 1.69%	8 1.23%	4 0.62%	531 81.82%	83 12.79%
Number of Employees 2025	14 2.1%	9 1.3%	9 1.3%	3 0.4%	577 85.1%	61 9%



What does this data tell us?

- The census data shows an Asian make up of Huntingdonshire as 3.2%, HDC employ 2% in this category. Black as 1.5% and HDC employ 1.3% in this category. Mixed is 2.2% in the census data and HDC employ 1.3%. Under the category 'other' the census data shows 0.7% and HDC has a figure of 0.4%. For those that shared their ethnicity as white the census data showed 85.2% and HDC workforce is made up of 85% in this category (82% last year).
- We don't have data for all our employees (9%), therefore direct comparisons with the Census cannot be made, although this is an improvement as last year the figure was 12.8%.

What are we doing well and where do we need to improve?

- HDC advertise on network groups to reach diverse audiences and will continue to do this.
- Work on improving the declaration rate has helped but this can always be improved.

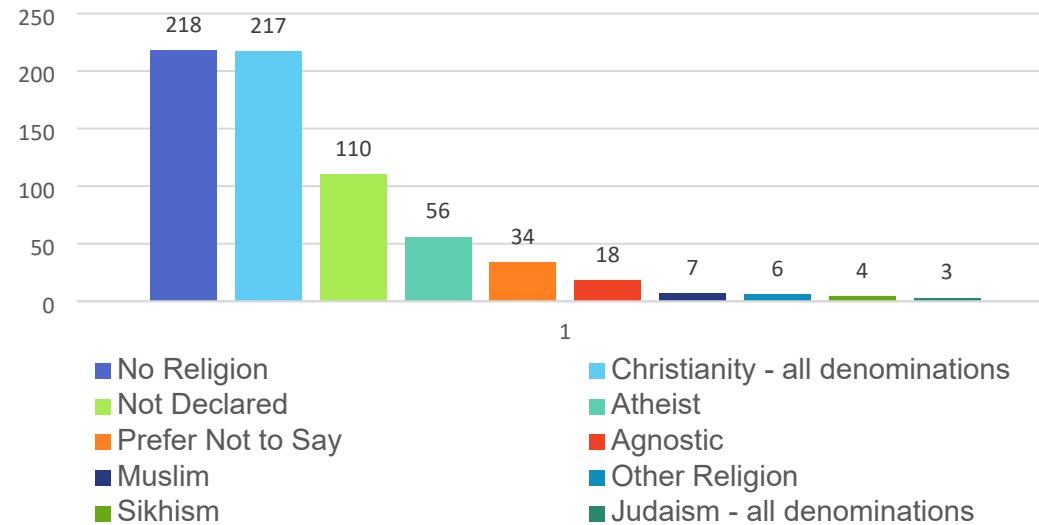
Actions:

- Improve declaration rate
- Explore The Race at work charter and UNISON Anti Racism Charter to see which actions can be implemented at HDC.
- Reach out to employees from diverse cultural backgrounds to invite suggestions for cultural and religious celebrations they would like HDC to acknowledge throughout the year. This will help ensure our calendar of events reflects the rich diversity of our workforce and promotes an inclusive workplace culture.

Huntingdonshire District Council 2024/25 – Religion Belief

Religion	Number of Employees and Percentage
Agnostic	18 (2.7%)
Atheist	56 (8.3%)
Buddhism - all denominations	1 (0.1%)
Christianity - all denominations	217 (32%)
Hindu	1 (0.1%)
Islam - all denominations	2 (0.3%)
Judaism - all denominations	3 (0.4%)
Muslim	7 (1%)
No Religion	218 (32.2%)
Other Religion	6 (0.9%)
Prefer Not to Say	34 (5%)
Rastafarian	1 (0.1%)
Sikhism	4 (0.6%)
Not Declared	110 (16.2%)

Top 10* - Religion Belief



- Other categories have 2 or less employees

What does this data tell us?

- The Census data shows among employed people living in the district:
 - 48.1% had no religion (includes Atheist and Agnostic), HDC has 43% in this category.
 - 43.4% were Christian – HDC has 32% in this category.
 - 0.1% were Jewish – HDC has 0.4% in this category
 - 1.2% were Muslim – HDC has 1% in this category

- 0.2% were Sikh - HDC has 0.6% in this category
- 0.9% responded with other religion - HDC has 0.9% in this category (includes religion's where under 2 employees have responded)
- The information shows that whilst some percentages have increased compared to last year the actual numbers for all the religions has stayed broadly the same or increased.

What are we doing well and where do we need to improve?

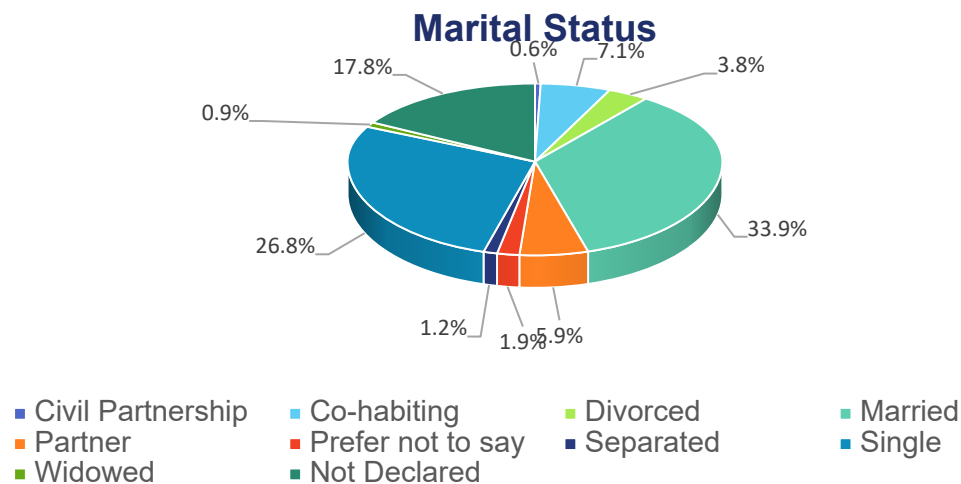
- HDC's not declared rate is 16%, which has improved from last year when this was reported as 28%.
- We have updated our recruitment processes and systems to combine some categories to make a comparison with the census data more reflective.

Actions:

- More data is needed on the non-declaration rate.
- Workforce Strategy includes actions around this area including networking groups and celebration of cultural days.

Huntingdonshire District Council 2024/25 – Marital Status

Marital Status	Number of Employees and percentage
Civil Partnership	4 (0.6%)
Co-habiting	48 (7.1%)
Divorced	26 (3.8%)
Married	230 (33.9%)
Partner	40 (5.9%)
Prefer not to say	13 (1.9%)
Separated	8 (1.2%)
Single	182 (26.8%)
Widowed	6 (0.9%)
Not Declared	121 (17.8%)



What does this data tell us?

- The census data shows married/in a civil partnership as 50%, HDC data shows 40% in this category.
- HDC have a 82% declaration rate as this is not mandatory data to share.

What are we doing well and where do we need to improve?

Action:

- Improve data captured in this area

Conclusions

Equality and diversity is about acceptance, fairness and respect and recognising individual differences. HDC want to create a workforce that is representative of our community, this will enable the council to:

- Value the skills of a diverse work pool
- Ensure that the services we provide are delivered by employees that understand our local community.
- Develop an inclusive workforce, which promotes and delivers improvements on equality through our policies and practices by ensuring they are not having an adverse impact
- Eliminate any barriers that certain groups may face
- Challenge any discrimination in the work place

The data in this report shows that HDC workforce is fairly reflective of the local demographic, however there are some areas that can be focused on. Whilst there are actions included in this report, further work will continue as part of the workforce strategy.

Equality Action Plan 2024/25

Equality Actions	Owned by	Update	Progress
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Gender	Further work needs to be done on education around menopause generally and in particular with managers so that they are able to support staff in the best way.	Kiran Hans	HDC Active Lifestyles team hold Wellbeing Cafés covering key topics such as menopause. Marked Menopause Awareness Day with special guest speakers to raise awareness and foster open conversations. Launched a new Employee Assistance Programme and held cervical screening appointments on site to support early detection and preventative care. Information is shared on Menopause Teams channel. New EDI group will also have representation for all the protected characteristics.	Completed
	More education needs to be done around promoting awareness of men's health	Kiran Hans	These will form part of the engagement Calender and International Men's day to be celebrated.	In Progress
	Creation of Menopause champions to lead the work in this area.	Kiran Hans	We have a Teams channel set up and there is significantly more awareness on the topic	Completed
Disability	Explore with IT a Dyslexia friendly font, so that emails can be in the correct size, justified appropriately and using the correct font.	Lisa Baggaley		In Progress
	Explore Mindful employer charter, this charter is about taking positive approach to mental health at work.	Kiran Hans		Carry over

Age	Continue to work on bringing in more Apprenticeships and increase the number of graduate opportunities in HDC.	Julie Holland	We have a number of work experience students from local education settings and colleges some of these have been employed as apprentices in the difficult to recruit to areas such as ICT. This practice will continue annually. HDC recruited a shared graduate who has taken up permanent employment within the council this year. CLT have requested that I explore a graduate in 2026. HDC apprentices are generally across all age groups.	In Progress
	Develop a coaching and mentoring scheme for all employees but to also help younger employees.	Julie Holland	L&D are delivering a coaching and mentoring course this year. This course will be open to all staff in 2026. There is an Early Careers Network in HDC aimed at those employed for the first time in local government and an opportunity to buddy up with other employees.	In Progress
Sexual Orientation	Work needs to continue on increasing the not shared rate and education on the categories on the system will help with this, as this could be contributing.	Chloe George	Declaration has increased due to targeted approach, will continue to encourage completion as an annual exercise	Ongoing as an annual exercise

Ethnicity	Explore The Race at work charter and UNISON Anti Racism Charter to see which actions can be implemented at HDC.	Kiran Hans	EDI groups will look at this once set up	Carry over
	Reach out to the workforce to promote cultural days as part of the workforce Strategy	Kiran Hans	This has started but low response so will try again through EDI group.	In Progress
	More data is needed on the non-declaration rate.	Chloe George	this will be an annual exercise	ongoing
General Actions	Work during 2022/2023 has focused on decreasing the number of employees that have not declared their protected characteristics. This has helped to improve the data but will need to continue through managers and individuals by explaining the benefits of capturing this information and by being specific about the data that is missing.	Chloe George	This will be an annual exercise	ongoing
	Update the Equal Opportunities Policy.	Lisa Baggaley	We are currently waiting on some guidance from the Equality and Human Rights Commission before updating	In Progress
	Make the roles advertised look more accessible to people who may not have the exact skills by advertising training	Sam Sanderson	using more transferable skills	Completed

	opportunities relating to roles.			
	Workforce Strategy includes a number of areas that will support the work around Equalities.	Kiran Hans/Chloe George	In progress	Carry over
	Continue to review where and how we promote our roles, ensuring inclusivity.	Sam Sanderson		Completed

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Public

Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: HR Policy Update

Meeting/Date: Employment Committee – DATE

Executive Portfolio: Cllr Lara Davenport-Ray, Executive Councillor for Climate, Transformation and Workforce

Report by: Leanne Harfield, Head of HR, OD and H&S

Ward(s) affected: N/A

Executive Summary:

As noted in the November 2022 committee meeting HR are undertaking a programme of reviewing and refreshing our current policies to ensure that they are accurate, legally compliant and reflect current practice within HDC. We are therefore bringing the next set of policies we have reviewed to you.

The policies reviewed in this period are:

- Hybrid Working Policy
- Disciplinary Policy

Summary of the changes:

Policy	Amendments
Hybrid Working Policy	New policy to reflect audit recommendations and formalise current practices
Disciplinary Policy	Updated in line with new Fraud legislation

Full copies of the policies are included in the appendices for your information.

Recommendation:

The Committee is asked to consider and endorse the updated policies.

PURPOSE OF THE REPORT

- 1.1 The report draws Committee attention to the revised policies and that we are seeking endorsement to use the new format.

WHY IS THIS REPORT NECESSARY/BACKGROUND

The main reason for these policies being updated is to ensure that we have legally compliant, up to date and in line with current processes policies that are accessible for all to use. It also ensures we have correct version control on the document to reflect any changes as we move forward. Finally, this will ensure that all policies going forward will reflect the correct employee representative groups.

KEY IMPACTS / RISKS

Having up to date policies that are regularly reviewed ensure that we are legally compliant and that our processes are robust by following them, reducing any risks of potential future claims.

WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

The updated policies will replace the current policies on our employment policy section of the intranet.

LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

To have an engaged and motivated workforce, as part of being a more efficient and effective council – through updated, clear employment policies.

CONSULTATION

Corporate Leadership Team, the Employee Representative Group and UNISON have been briefed and given the opportunity to review the proposed policy changes and support them.

REASONS FOR THE RECOMMENDED DECISIONS

Adoption of the revised policies will ensure that HDC is legally compliant and has a clear trail of policy amendments.

LIST OF APPENDICES INCLUDED

- Hybrid Working Policy
- Disciplinary Policy

Hybrid Working Policy

Version 0.1

<u>Version Control</u>			
<u>Version</u>	<u>Author</u>	<u>Date</u>	<u>Changes</u>
0.1	Stacey Gibson	September 2025	New Policy

Name of Policy:	Hybrid Working Policy
Person/posts responsible:	Head of HR, OD, Health and Safety
Date approved/adopted:	October 2025
Approved by:	Employment Committee
Review Date:	October 2027

Hybrid Working Policy

1. Policy statement

- 1.1 This policy outlines the scope and principals for hybrid working across HDC.
- 1.2 At HDC, we want to ensure that we are working in the most effective way possible, ensuring we continue to deliver the best for our communities. This policy enables us to make the most of the flexibility that remote working provides, whilst capitalising on the collaboration, innovation and learning that comes from being in the office. The policy also aims to provide greater clarity around our hybrid working arrangements and supports greater consistency across the organisation.

2. Scope

- 2.1 This policy applies to all HDC employees. It is designed to promote a positive work-life balance, make good use of our workspaces, and support fair and inclusive employment practices in line with the Equality Act 2010.

3. Hybrid working principles

- 3.1 Hybrid working encompasses roles that require a combination of home and office work, with expectations for in office presence to support collaboration and service delivery. Hybrid working will be applicable to the majority of desk-based roles.

However, not all roles will lend themselves to hybrid working due to the nature of the services being delivered. If you work in the community or already have a fixed location as part of your employment contract then this working style will continue.

Most HDC colleagues will have a contract that is based on full-time Office-based working, with local arrangements to enable hybrid working where it is appropriate and possible to do so. The Hybrid Working Policy seeks to confirm the ability to utilise up to three days Home Working, dependant on role and service needs.

3.2 Office days

If you are a full-time employee with a hybrid working role you will usually work from an HDC office a minimum of two days per week, business needs are priority therefore the number of days and location may vary based on the needs of the service. Being in the office helps with team bonding, collaboration, and keeping services running smoothly.

Employees who work less than full time hours or on a compressed working hours contract will have their office days pro rata'd in line with their working hours. This should be in agreement with your line manager. Employees will be required to work from a HDC office at a pattern and frequency to allow them to contribute to the delivery of work and

meeting customer needs, as well as having the opportunity to connect and collaborate with colleagues.

Flexibility is required to adapt office attendance to meet service needs and in response to demands.

The requirement for additional office working will remain at the discretion of the Head of Service, who may stipulate additional days for training, team meetings or team building purposes. Increased office working may also be stipulated for longer-term needs where there are service improvement, performance issues or team development needs identified.

The policy will be subject to ongoing review to ensure its continued relevance and effectiveness. Where necessary, feedback will be provided to staff to help them align with the principles of the hybrid working policy and to support productivity and performance, regardless of their work location.

3.3 Working hours

You will be required to meet your contracted working hours no matter what working style your role falls into, and your normal working hours will apply whether you are working in the office or from home. Team charters and rotas will be agreed and will help guide your working pattern and determine office-based days. Working Time Regulations still apply, so make sure to take at least a 30-minute break and leave 11 hours between shifts.

3.4 Office etiquette

All employees are expected to demonstrate respect and professionalism in all work environments, whether working remotely or in the office. Office etiquette includes being considerate of colleagues' time, space, and needs, as well as communicating clearly and courteously. When working on-site, staff should be especially mindful of shared spaces by keeping noise to a minimum, maintaining cleanliness, and being respectful about food smells, such as avoiding strong-smelling foods in communal areas. Adhering to these standards helps create a positive, productive, and inclusive workplace for everyone, regardless of work location.

3.5 Remote working arrangements

Teams are encouraged to set up communication plans to stay connected and ensure services run smoothly. It is recommended that regular face-to-face team meetings are held to help with this. Teams Charters (see appendix 1) are to be set up by Teams/Services to ensure that all team members are aware of expectations and service specific requirements.

3.6 Use of office space

All shared office spaces must follow clear desk and hot-desking principles to keep things tidy and fair for everyone and to ensure confidentiality. You are able to use any desk that is free and are expected to remove all personal items after use and clean your desk at the end of the day. Please refer to the 3C ICT [Clear Desk policy](#) which covers your responsibilities.

Where there is a business need, which has been agreed with CLT and Facilities, teams will continue to have an allocated office area.

Whilst staff are able to work from alternative HDC work locations, consideration needs to be given to commercial bookings i.e. space at One Leisure. Your access card may need to be extended to enter other sites if you need help with this please contact -

Swipe_Cards@huntingdonshire.gov.uk

3.7 Home working environment

To work from home on your non-office days, it is important to have the right environment to enable you to perform your role. This includes appropriate technology and a comfortable, confidential, professional space with a reliable and stable internet connection. If your internet access is not reliable, working from the office may be necessary. It is your responsibility to take care of your equipment and let ICT and your line manager know if anything is not working.

It is expected that cameras should be on during meetings with any exceptions to this and/or reasonable adjustments must be agreed with your line manager. HDC approved branded backgrounds should be used for external calls.

Home working is not meant to replace childcare, caregiving or household duties. Home workers must ensure they are able to work free from distractions. Appropriate care arrangements must be in place where employees would otherwise be at home with dependents.

If you have concerns around this, please raise them with your line manager in the first instance. If there is a need for flexible working to accommodate care giving duties, please refer to the flexible working policy.

4. Disabilities and reasonable adjustments

- 4.1 There will be consideration to all reasonable adjustments that may be required, in consultation with HR and your line manager. Advice and recommendations from Occupational Health may be sought in these instances. Access to Work may also be involved where adaptations/equipment is required.

5. Data protection

- 5.1 All employees must take rigorous care to protect confidential information at all times, especially when working from different locations. It is essential that work equipment is used strictly for business purposes only. Employees are required to use strong, unique passwords, securely store all documents, and ensure that confidential waste is disposed of in accordance with council procedures. Any breach of these requirements may result in disciplinary action. Protecting sensitive information is a fundamental responsibility and is critical to maintaining the trust and integrity of our council. Please see link to [Data Protection policy](#).

6. Sickness absence

- 6.1 The hybrid policy does not supersede the existing sickness absence and attendance policy. If you're feeling unwell, please follow the usual sickness reporting procedures. It's important to rest and recover before returning to work.

7. Expenses

- 7.1 Expenses occurred in relation to travel to your contractual office location cannot be reimbursed. If you are required to work at another location that is further than your normal (contractual) commute, any additional mileage (on top of your usual home to work mileage) will be paid in line with HMRC rates (with the exception of anyone in a car salary sacrifice scheme).
- 7.2 Home working expenses cannot be claimed unless this has been agreed in your contract or as part of a reasonable adjustment.

8. Health & safety

- 8.1 We have a duty of care for all employees, whether they are working in the office, at home, or in some other working environment.
- 8.2 You are also responsible for ensuring your workstation is fit for purpose and that you follow the health & safety tips and guidelines provided. Further information can be found on the [health and safety pages](#) on the Intranet.
- 8.3 It is a requirement that all employees complete the Workplace DSE workstation assessment for their usual working locations; this means for both home and office. The DSE assessment can be [accessed here](#).
- 8.4 If you are working from home, then your comfort and safety is just as important as it is when working in an office. Using laptops for prolonged periods in an office or home office environment may require the use of a laptop stand and/or an additional properly positioned screen, with a separate keyboard and mouse.

There are also some simple steps you can take to increase your physical wellbeing whilst working from home or remotely:

- breaking up long spells of DSE work with rest breaks (at least 5 minutes every hour) or changes in activity,
- avoiding awkward, static postures by regularly changing position,
- getting up and moving or doing stretching exercises,
- avoiding eye fatigue by for example changing focus,
- wiping down hard surfaces at the end and start of every working day,
- ensuring adequate lighting within your working environment to avoid eye strain.

If you have any questions or concerns about your health and safety you should discuss these initially with their line manager, and then with the Health and Safety Manager or HR if required.

Disciplinary Policy and Procedure

Version 1.2

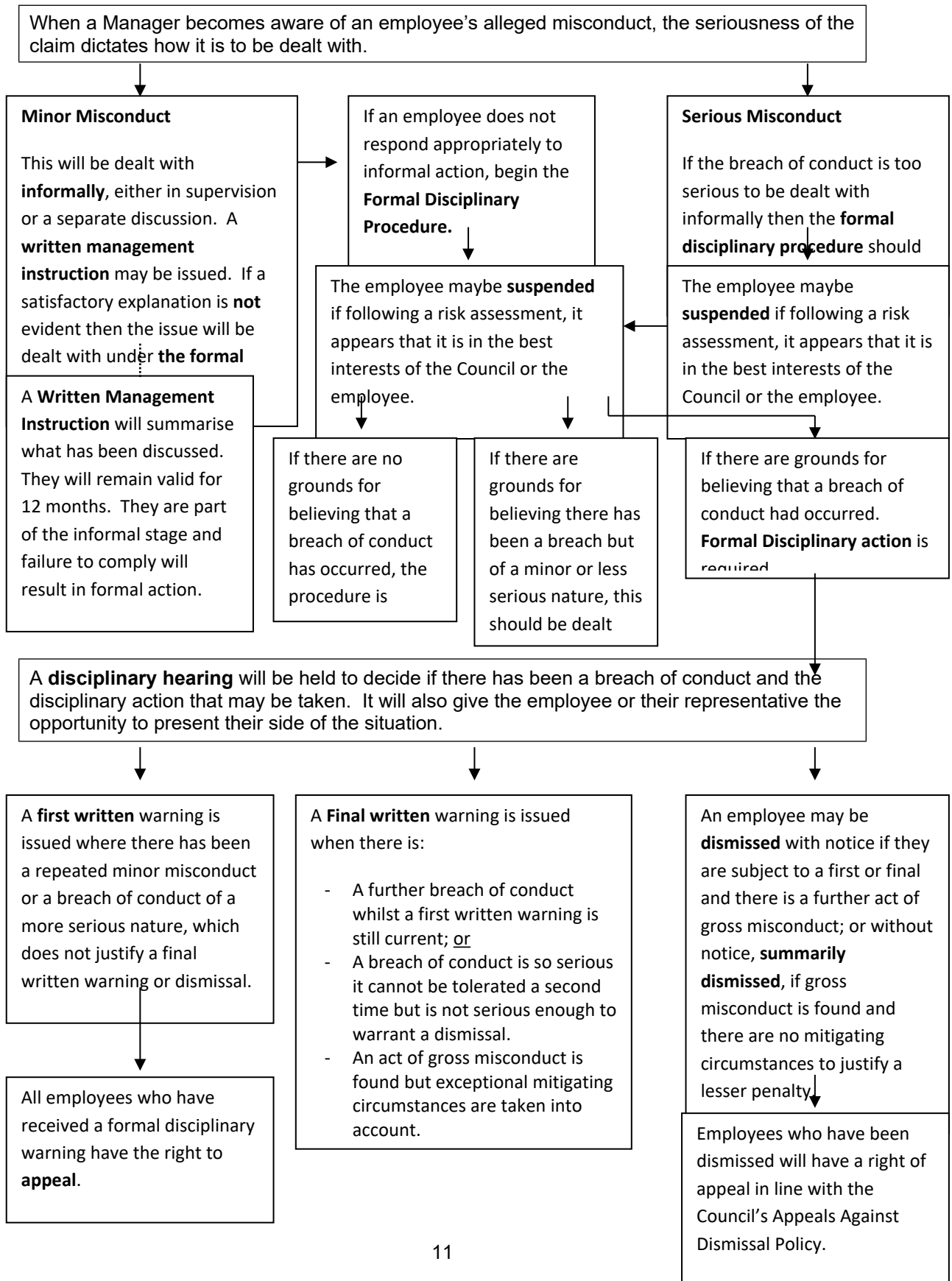
<u>Version Control</u>			
<u>Version</u>	<u>Author</u>	<u>Date</u>	<u>Changes</u>
1.1	Shaistha Shah	August 2022	Added front cover for version control – minor typos/sentence clarity, clarification on right to representation change staff council to ERG, title of warnings changed, appeals to be made within 7 calendar days, section added on EAP/Support Services and First Contact removed
1.2	Kiran Hans	October 2023	Updated contents page, flow chart re suspensions. Changed SMT and CLT to Leadership Team. Streamlined to reflect current practice and taken out counselling.
1.3	Leanne Harfield	October 2024	Updated timelines for notice for hearings in line with other policies. Amended wording around misconduct/gross misconduct following meeting with ERG/Unison Amended some wording for clarity
1.4	Leanne Harfield	October 2025	Updated in line with Fraud legislation
Name of Policy		Disciplinary Policy & Procedure	
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Date approved/adopted		October 2025	
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Disciplinary Policy and Procedure

Index	Page
Disciplinary Procedure Quick Reference Flowchart	1
1. Policy Statement	2
2. Scope	2
3. Principles	2
4. Responsibilities	2
5. Informal Disciplinary Procedure	3
6. Formal Disciplinary Procedure	3
7. Suspension	4
8. Investigation	5
9. Right to be accompanied	6
10. Prior to the disciplinary hearing	6
11. Disciplinary hearing	7
12. Decision	8
13. Disciplinary action	8
14. Time limit for warnings	9
15. Appeals	9
16. Special circumstances	10
17. Consideration of expired disciplinary warnings	10
18. Links to other procedures	10
19. Records	11
20. Advice and support	11
Appendix 1 – Disciplinary Rules	12

A separate document is available on the HR Intranet page – Managers Disciplinary Policy and Procedure Toolkit.

Disciplinary Procedure Quick Reference Flowchart



Please note this is only a quick reference guide. For further details and information please read the Disciplinary Policy and Procedure.

Policy Statement

- 1.1 Huntingdonshire District Council is committed to the effective management of conduct at work to ensure the efficient provision of services and the safety and well-being of employees and the general public.
- 1.2 The disciplinary procedure provides managers with a framework to address alleged breaches of expected standards of conduct as detailed in the Disciplinary Rules. See Appendix One for the Disciplinary Rules

Scope

This policy applies to all Council employees, except Statutory Officers (Head of Paid Service, Section 151 Officer and Monitoring Officer), where separate arrangements apply as detailed in the Chief Officers constitution.

For employees subject to the probation period, this policy does not apply, unless in cases of gross misconduct or gross incompetence. Other incidents of misconduct that arise during the probation period will be addressed using the probation policy.

Principles

This policy is based on the concepts of 'natural justice' meaning all staff will be treated fairly and without bias.

Employees can expect:

- To be informed of the complaint against them, as soon as is practicable, and to be given an opportunity to state their case before decisions are reached;
- No disciplinary action to be taken until reasonable efforts have been taken to establish the facts;
- To be notified of their right to be accompanied and/or represented at all formal stages of the process (except when being suspended);
- This procedure to be applied fairly in all instances and for all disciplinary matters to be heard in a calm and objective manner with the outcome being both fair and equitable.
- References to 7 calendar days include weekends.

Responsibilities

4.1 ***Managers must***

- Ensure all employees are made aware of the expected standards of behaviour as specified in the Disciplinary Rules. To do this a manager must provide appropriate induction, supervision and training.

- Ensure all employees are made aware of any service specific rules or practices, for example sickness reporting deadlines for shift workers.
- Ensure service specific rules are reviewed regularly and any necessary changes communicated.

Employees must

- Comply with the Disciplinary Rules. Any local rules that apply to their role will be explained to the employee by his/her line manager.
- Ask for clarification if unsure what standards of conduct are expected.
- Co-operate fully in any disciplinary investigation.

Informal disciplinary procedure

Cases of minor misconduct should be dealt with informally. A line manager should discuss the issue informally with the employee as it arises either in a supervision session or a separate discussion. This is part of the normal day-to-day management and does not form part of the formal disciplinary procedure.

The manager needs to set out the concerns, outline how the expected standards are not being met, and remind the employee of the standard of conduct required. The manager should explain that if a satisfactory explanation is not evident the issue is likely to be considered under the formal disciplinary procedure.

Written management instructions

To avoid any differences in interpretation the manager should consider issuing the employee with a written management instruction, this summarises what has been discussed. Management instructions do not constitute a formal written warning and are not part of the formal disciplinary procedure. Where a written management instruction is issued, this should be following a face-to-face conversation with the employee.

Management instructions should be set out in writing. An email is acceptable providing it clearly states that it is a written management instruction. All management instructions should state that the letter/email constitutes the informal stage of the disciplinary procedure and that failure to comply may result in formal disciplinary action.

The employee will be sent a copy of the management instruction and a copy should be shared with HR for the employee's file. Copies of written management instructions or notes of informal discussions may be referred to in a subsequent disciplinary hearing, but only if they are relevant and current i.e. they have been written in the 12 months prior to an issue recurring.

Formal disciplinary procedure

- 6.1 This will be applied where the employee does not respond appropriately to informal action or the line manager believes that a breach of conduct may have occurred that is too serious to be dealt with informally.

The table below outlines details about conducting disciplinary meetings in line with the procedure:

Employee Group	Investigations	Disciplinary Hearings	Appeal (excluding dismissal)	Appeal against dismissal
Grades A – F	The employee's Line Manager or designated officer *	A Manager** or Senior Leadership Team	Senior Leadership Team	As outlined in the Appeals Against Dismissal Policy
Employee Group	Investigations	Disciplinary Hearings	Appeal (excluding dismissal)	Appeal against dismissal
Grades G-I	Member of Senior Leadership Team or designated officer *	Member of Corporate Leadership Team or designated officer*	Member of Corporate Leadership Team	As outlined in the Appeals Against Dismissal Policy
Grade SM	A member of Corporate Leadership Team or designated officer**	Member of Corporate Leadership Team	Appeals Panel as detailed in the Council's Constitution	Appeals Panel as detailed in the Council's Constitution
Grades AD & MD	As detailed in the Council's Constitution			

* A Designated Officer is an employee who will be requested to carry out investigations on behalf of a member of Senior Leadership Team

** A Manager defined in this instance is responsible for an activity and employees and reports directly to a member of Senior Leadership Team.

Suspension

- 7.1 In certain situations, it will be necessary to suspend an employee from duty on full pay. A decision to suspend will be taken following appropriate consideration of the nature of the allegation, appropriate consideration of the risks involved, consideration of alternatives where appropriate and consultation with HR where possible. Suspension is not disciplinary action, but a precautionary measure designed to protect the Council's interests and the employee, whilst allowing time

for a thorough investigation to be undertaken. Suspension is not, and will not be, seen as an assumption of guilt or a disciplinary sanction.

- 7.2 An employee will be suspended from work at the earliest opportunity in cases where:
- It is considered to be in the best interests of the Council and/or the employee for him/her not to be at work during an investigation;
- 7.3 An employee does not have the right to prior notice that they are to be suspended, to be represented/ accompanied when being suspended or to appeal against the decision to suspend.
- 7.4 The decision to suspend should be taken and carried out as follows:

Employee Group	Responsible for Suspension
Grades A – F	Member of Senior Leadership Team or Duty Officer, if out of hours
Grades G – I	Member of the Corporate Leadership Team or Duty Officer, if out of hours
Senior Leadership Team and Statutory Officers	Senior Officers Panel***

*** Senior Officers Panel is a member body as defined in the Constitution

With the exception of members of Senior Leadership Team and Statutory Officers, or in situations where the level of management is not available, suspension may be carried out by the most senior manager on duty at the site when the allegation is reported/comes to light, or by a member of the relevant service management team but only after the decision to suspend has been taken by a member of the Corporate or Senior Leadership Team or Duty Officer, if out of hours. Please see Manager's Toolkit for further details of how to contact the Duty Officer.

- 7.5 A suspension will only be carried out after careful consideration. Every effort will be made to conduct an investigation as soon as possible and minimise the length of the suspension. The details of the suspension will be confirmed in writing within 7 calendar days of the suspension meeting. Further information on suspensions is available in the toolkit.
- 7.6 If the matter is subject to a police investigation, the Council reserves the right to continue with the disciplinary process and not await the outcome of the police investigation.

Investigation

The investigation will be confined to establishing the facts of the case with the employee concerned and other persons as felt appropriate. The purpose of the investigations is to gather information to help substantiate those facts and ultimately to determine whether there are sufficient grounds to hold a disciplinary hearing.

8.1 Investigation process

- 8.1.1 The investigation should be carried out by the employee's line manager or another Manager or Designated Officer (as outlined in section 6.1). Written records of the investigation will be kept for later reference.
- 8.1.2 The employee will be given at least 24 hours verbal notice of an investigation meeting and will be informed of the allegations against him/her. Although there is no legal right to representation at the investigation stage, HDC allows employees to be accompanied by a member of the Employee Representative Group (ERG), a Union representative or work colleague. In most cases the investigation meeting will go ahead if a representative is unavailable. The investigation is not a disciplinary hearing. In certain cases, there may have to be more than one investigation, e.g. to follow up on evidence obtained from other witnesses or to clarify certain points.
- 8.1.3 Employees are required to attend investigations and hearings and to co-operate with the fact finding process.
- 8.1.4 The investigating manager may be assisted by a member of the HR team in an investigation. In certain cases more than one person may need to assist the investigating manager e.g. financial, legal, IT cases where specialist knowledge is required.
- 8.1.5 All parties will ensure that confidentiality is maintained at all times, and that the name of the employee involved will remain anonymous wherever possible. Any breaches of confidentiality may lead to disciplinary action.
- 8.1.6 Witnesses may be employees or non-employees. In exceptional circumstances, with the prior agreement of the investigation manager, a witness may be accompanied by a member of the ERG, Union representative or work colleague who will provide moral support only. An employee is responsible for arranging his/her own witnesses and meeting any associated costs.

8.2 Outcome of investigation

- 8.2.1 The investigating manager may conclude, after consultation with a member of the HR team, that there are:
 - No grounds for believing that a breach of conduct has occurred, therefore the disciplinary procedure will be concluded; OR
 - Grounds for believing that a breach of conduct has occurred but that it is of a minor or less serious nature than originally believed, in which case the formal disciplinary process will end and the matter dealt with by informal action, i.e. day to day management and/or by issuing a written management instruction; OR

- Grounds for believing that a breach of conduct has occurred and that formal disciplinary action may be necessary, therefore a disciplinary hearing should be arranged.

8.2.2 Guidance on how to undertake an investigation is available in the toolkit.

Allegations of theft, fraud, corruption or bribery

8.3.1 Where an allegation of theft, fraud, corruption or bribery is made against an employee, either from an internal or external source, advice should be sought from the Corporate Fraud Manager (or in their absence, the Revenues and Benefits Manager).

If it is decided that formal disciplinary action may be appropriate, then a full and thorough investigation should be conducted in accordance with these procedures.

If an employee is under criminal investigation or awaiting trial for an offence, disciplinary action may nevertheless still be proceeded with before the conclusion of any criminal investigation, if this is deemed practical and appropriate. Likewise, if an employee is acquitted on a criminal charge on the criminal standard of proof, an internal disciplinary investigation may still be undertaken into the allegations. Advice will be taken from the Police where necessary in these circumstances.

Right to be accompanied

- 9.1 The employee has the right to be accompanied and/or represented at any stage of the formal disciplinary procedure, except when being suspended. Employees may be accompanied by a member of the ERG, a trade union representative, or a work colleague of their choosing. The employee must decide whether their companion will act as a representative or if they will act as a companion.
- 9.2 A representative is allowed to address the hearing to make the employee's case, sum up that case and respond on the employee's behalf. They can also confer with the employee during the hearing. However a representative is not permitted to answer questions on behalf of the employee and must not prevent the employer from explaining their case or prevent any party making their contribution
- 9.3 The choice of companion should be reasonable given the circumstances of the case - it would not be reasonable to be accompanied by a colleague whose presence would prejudice the hearing or who might have a conflict of interest and this will not be permitted. It is the responsibility of the employee to arrange his/her companion and to meet any associated costs.
- 9.4 At least 4 calendar days before the hearing, the employee should inform HR of who they have chosen as a representative/companion.

Prior to the disciplinary hearing

- 10.1 The employee will be given a minimum of 7 calendar days written notice of the hearing. This may be varied by mutual agreement.
- 10.2 Details of any evidence to be relied upon/witnesses to be called will be sent to the employee.
- 10.3 The employee has the right to refer to written information and call witnesses at the hearing, details must be submitted by the employee at least four calendar days before the hearing.

Disciplinary hearing

Process: The disciplinary hearing will be conducted by an authorised manager who has not played any part in the investigation. The chair will be supported by a member of the HR team.

Witnesses: Witnesses may be employees or non-employees. In exceptional circumstances, with the prior agreement of the chair, a witness may be accompanied by an independent person of his/her choice who will provide moral support only. An employee is responsible for arranging his/her own witnesses and meeting any associated costs

New evidence: If new evidence (written information and/or witnesses) is introduced at the disciplinary hearing the reasons why the details were not submitted in advance of the hearing must be explained. If new evidence is presented, the chair conducting the hearing will take a view on whether to allow it and an adjournment may be necessary to allow time for consideration and/or further investigation.

- 11.4 Employees are expected to attend a disciplinary hearing. If the employee is unable to attend the disciplinary hearing, they must inform the relevant investigating manager.
- 11.5 Where an employee has unavoidably been unable to attend the disciplinary hearing the employee will be given reasonable notice of a second hearing date. Hearings will also be rearranged in situations where the reason for the failure to attend was unforeseeable e.g. sudden illness.
- 11.6 If the employee is unable to attend the reconvened hearing it will normally proceed in his/her absence but with his/her representative being given the opportunity to present the employee's case on his/her behalf. In such cases it will also be possible for the chair to accept for consideration a written statement from the employee or his/her representative.
- 11.7 The only time when the above process will not apply is where an employee confirms to the investigating manager that they have no intention of attending any

disciplinary hearing. In this situation, the hearing will proceed in the employee's absence.

- 11.8 If the employee's representative/companion cannot attend on a proposed date a further date, no more than 10 calendar days after the date originally proposed will be suggested. A hearing will usually only be rescheduled once.

Decision

The chair of the hearing will consider all of the evidence presented and then decide if there has been:

- No breach of conduct and that the disciplinary procedure should be concluded; OR
- A breach of conduct, but it is not serious enough to warrant formal disciplinary action and/or mitigating circumstances have been taken into account and it can be dealt with appropriately by informal action, e.g. by day to day management and/or by issuing written management instructions; OR
- A breach of conduct which is sufficiently serious to warrant formal disciplinary action.

- 12.2 The decision of the Chair conducting the hearing will normally be given to the employee verbally at the end of the hearing – they will confirm the outcome of the disciplinary hearing in writing within 7 calendar days of the hearing.

Disciplinary action

There are three levels of disciplinary action. The level of disciplinary action issued will depend on the seriousness of the misconduct and whether the employee is subject to a current warning for misconduct.

First written warning

Issued where there has been a repeated minor misconduct OR a breach of conduct of a more serious nature, which does not justify a final written warning or dismissal.

Final written warning

Issued where:

- There is a further breach of conduct whilst a first written warning is still current; OR
- A breach of conduct is found to be of such a serious nature that it cannot be tolerated a second time, but is not serious enough to be categorised as gross misconduct; OR
- An act of gross misconduct is found, but exceptional mitigating circumstances are taken into account

Dismissal

An employee may be dismissed:

- With notice if they are subject to a final or first written warning and a further act of misconduct is found (contractual notice may be paid in lieu); OR
- Without notice (summarily) if gross misconduct is found and there are no mitigating circumstances to justify a lesser penalty.

13.4.1 Where an employee has been dismissed from a post working with children or vulnerable adults, the dismissal letter will also confirm whether HR will convey the details of the employee's dismissal to the appropriate authorities, e.g. for possible inclusion on the Children's or Adults Barred Lists as appropriate, or other statutory bodies such as Health and Care Professions Council. The decision to convey information will be made after full consideration of the facts.

Other action

HDC reserve the right to take other action in conjunction with formal disciplinary action, e.g. to transfer the employee to another post. This must be in consultation with a member of the HR team to ensure that any action taken is reasonable and will be reflected in the disciplinary outcome letter.

Time limits for warnings

Written Management Instructions do not constitute a formal written warning and are not part of the formal disciplinary procedure. They are relevant and current for a period of 12 months.

14.1.1 Copies of written management instructions or notes of informal discussions may be referred to in a subsequent disciplinary hearing, but only if they are relevant and current i.e. they have been written in the 12 months prior to an issue recurring.

14.2 Formal warnings (first and final written warnings) remain current for 12 months. Any disciplinary action taken should be disregarded after the specified period of satisfactory conduct.

14.2.1 There may be occasions where an employee's conduct is satisfactory throughout the period the warning is in force, only to lapse very soon thereafter. Where a pattern emerges and/or there is evidence of abuse, the employee's disciplinary record should be borne in mind.

Appeals

All employees who have received a formal disciplinary warning have a right of appeal to the relevant person as detailed in the outcome letter. This appeal must be made in writing within 7 calendar days after receiving the written outcome of the disciplinary hearing.

Employees who have been dismissed will have a right of appeal in line with the Appeals against Dismissal Policy.

- 15.3 The appeal must state in detail the grounds for appeal i.e. the basis on which they say the result of the disciplinary was wrong or that the sanction as a result was inappropriate. This information is required for an appeal meeting to be arranged.
- 15.4 As far as is reasonably practicable, an appeal meeting will be held by the next level of management not involved in the original hearing, within 14 calendar days or a mutually agreed date following the receipt of the appeal in writing.
- 15.5 At the appeal hearing the grounds of appeal will be discussed and the manager hearing the appeal will make a decision based on all representations, together with any subsequent facts that have come to light.
- 15.6 The person dealing with the appeal has the authority to:
 - The appeal is upheld, i.e. to find the case not proven;
 - Issue a lesser level of disciplinary action; or
 - The appeal is not upheld, i.e. the original disciplinary warning remains in force.

Special circumstances

Some disciplinary issues need to be treated in a particular way, for example:

- AWOL (Absent without authorised leave)
- Internet/IT cases
- Financial irregularities or potential fraud
- Child protection cases
- Allegations relating to vulnerable adults
- Cases involving a partner organisation
- Where several employees are involved
- Multiple contracts
- Offences outside of work

Further guidance can be found in the Managers' Disciplinary Toolkit. In all these cases advice should be sought from the HR Team.

Consideration of expired disciplinary warnings

- 17.1 All written warnings expire after 12 months. If a further breach of conduct occurs while a disciplinary warning is still current the disciplinary procedure may be escalated to the next stage.

Links to other procedures

Work performance: It is sometimes difficult to distinguish between misconduct and work performance issues. Cases of misconduct are dealt with under the disciplinary procedure, and cases of genuine lack of capability should be dealt with under the Improving Performance Policy. If it is not clear whether an issue is one of conduct or capability, the investigation process should establish this. Managers may also wish to discuss this with a member of the HR team.

Ill health: The disciplinary procedure and sickness absence policies can run in parallel i.e. one does not take precedence over the other. Advice should be sought from the HR Team in these situations.

Raising a Concern (Grievance): If an employee raises a concern during the disciplinary process, HR advice should be sought to determine whether the disciplinary process should be temporarily suspended in order to deal with the concern. However, in the majority of situations, the raising of the concern will not postpone any disciplinary action and therefore it may be appropriate to deal with both issues concurrently.

Records

The HR Team will maintain on an employee's personal file brief details of any disciplinary investigation and the letter confirming any formal disciplinary action. They will also keep on file a record of any management instructions issued.

Advice and Support

- 20.1 The Disciplinary Toolkit will support managers to proactively manage conduct issues. Additional advice for managers is available from the HR Team.
- 20.2 There is also support available through an Employee Assistance Programme, (EAP) service to ensure the welfare of an employee is supported in a positive manner. If you need further information on the support services available please contact the HR Team. The details of your referral will remain confidential to the HR team.
- 20.3 It may be appropriate for certain matters to be dealt with by way of mediation, depending on the nature of the disciplinary. This involves the appointment of a third-party mediator arranged by the HR Team, after the investigating manager has discussed the disciplinary matter with all those involved and sought to facilitate an outcome. Mediation will only be used if all parties involved in the disciplinary agree.
- 20.4 Should any aspect of the disciplinary process cause difficulty because of a disability, language barriers or other difficulties, the Council will aim to support with the necessary help or assistance. Please contact the HR Team if additional support is required.

Appendix 1

Disciplinary Rules

1.0 Summary

- 1.1 The Council has Key Values and Behaviours in which all employees should adhere to. In circumstances where these are breached disciplinary action will be taken. The following rules are set out to guide employees on the areas deemed as misconduct or gross misconduct.
- 1.2 The lists of behaviour that may be seen as misconduct or gross misconduct set out below are neither exclusive nor exhaustive, there may be other matters of a similar nature which will constitute either misconduct or gross misconduct. There may be occasions where matters listed as misconduct may be regarded as gross misconduct depending upon the nature and seniority of the post or the frequency, impact or severity of the breach.

2.0 Misconduct

- 2.1 Misconduct is of a degree less serious than that warranting dismissal on the first occasion or without previous warning but that will nevertheless lead to dismissal if persistent. Some serious acts of Misconduct might justify omitting the first stage (management instruction) moving directly to issuing a written/final warning in the first instance if there is not a satisfactory explanation. Only when the disciplinary procedure has been exhausted will Misconduct lead to dismissal unless there are mitigating circumstances.
- 2.2 Matters that the Council views as amounting to Misconduct include (but are not limited to):
- 2.2.1 Absenteesim and Lateness (excluding AWOL):
- Failure to remain at work during working hours without permission or sufficient cause for absence.
 - Frequent failure to attend work punctually (or in accordance with the flexitime scheme, where appropriate).
 - Failure to notify your Line Manager immediately or as soon as reasonably practicable, when absent due to sickness.
 - Failure to provide medical certificates for absence longer than seven days or when requested by management.
 - Failure to comply with the rules of the Sickness Absence Policy.
- 2.2.2 Neglect of duty:
- Negligent use of Council property in such a way as is likely to cause serious damage, loss or harm.
 - Failure to discharge, without sufficient cause, the obligations which the statute of the contract of employment places on the employee.
 - Insubordination.
 - Failure to follow the Council's agreed policies and procedures (e.g. accounting instructions).

- Failure to work to acceptable standards of conduct or performance.
 - Neglect of health i.e. when an employee, without sufficient cause, neglects to carry out any instructions of a medical officer appointed by the Council or, while absent from duty on account of sickness commits any act or adopts any conduct calculated to delay a return to duty.
- 2.2.3 Making unauthorised use of the Council's communication network and electronic systems.
- 2.2.4 Smoking in a smoke free premises or vehicle (as defined by legislation).
- 2.2.5 Failure to report any loss or damage to any property issued to or used by the employee or to notify the appropriate officer of accidents occurring while driving a Council maintained vehicle.
- 2.2.6 Abusive behaviour and/or offensive language which arises directly out of or in connection with work and which is directed at Councillors, Senior Officers, managers, colleagues or members of the public.
- 2.2.7 Victimisation of other employees in the course of employment.
- 2.2.8 Knowingly aiding and abetting an act of Misconduct.

3.0 Gross Misconduct

- 3.1 Rules under the heading Gross Misconduct are matters that will be viewed very seriously by the Council and, if the allegation(s) are found on the balance of probability proven, may lead to dismissal.
- 3.2 Gross Misconduct is the commission of an act of such a serious and fundamental nature which renders it inadvisable for an employee to be allowed to remain at work. If an employee is suspected of committing an act of Gross Misconduct, suspension from work on full pay pending investigation will be considered.
- 3.3 If after full investigation it is decided that an employee has committed an act of gross misconduct or if the act is admitted by an employee, the Council will be entitled to terminate their contract of employment without notice or pay in lieu of notice unless there are mitigating circumstances.
- 3.4 Matters that the Council views as amounting to Gross Misconduct include (but are not limited to):
- 3.4.1 Dishonesty associated with the place of work or job being undertaken:
- Theft of Council, Council Contractor, client or employee property or deliberate damage to such property.
 - Deliberate falsification of timesheets, expense claims or other records for financial gain or to gain advantage to others.

- Demanding or accepting monies or other consideration as a bribe for the use of Council property, provision of Council services, placing of Council orders/contracts or the showing of favour on behalf of the Council.
 - Acceptance of any valuable gift or reward, other than the proper remuneration for the performance of official duties unless specifically approved by the Monitoring Officer or authorised representative or regarded as appropriate in the circumstances.
 - Falsification of qualifications which are a stated requirement of employment or which results in financial gain.
 - Misuse of the Council's property or the Council's name or bringing the name into serious disrepute.
 - Undertaking additional employment outside normal working hours which would be in conflict with the functions of the Council or detrimental to the work to be performed as an employee of the Council.
- 3.4.2 Deliberate refusal to carry out reasonable, lawful and safe instructions or the normal agreed duties of an employee's job.
- Failure to wear protective clothing or use protective equipment
 - Failure to adopt safe working practices where required to by the law or management such as using a mobile device whilst driving or failure to wear a seatbelt
- 3.4.3 Gross negligence in failing to attend to, or carry out, the normal duties of the job.
- 3.4.4 Serious breach of the Council's rules:
- Wilful serious infringements of safety rules or other wilfully negligent actions which seriously place the health and safety of the employee, other employees or other persons / public in danger.
 - Driving a Council vehicle whilst on Council business in a reckless manner leading to otherwise avoidable serious injury or death of other persons.
 - Breaches of the Council's IT, E-Mail and Internet policies and procedures.
 - Breaches of the Code of Procurement and Financial Management rules.
 - Breaches of the Drug and Alcohol Policy.
- 3.4.5 Wilful unauthorised disclosure or misuse of information classified as strictly confidential which could be harmful to the Council, its clients or employees who in the course of duty have access to information e.g. personal information on employees/failure to safeguard confidential information.
- 3.4.6 Acts of violence whether verbal, physical or vandalism in the course of employment causing:
- Malicious damage to Council, Council contractor, client or employee property.
 - Use of physical force against Council members, employees or members of the public other than in self-defence.
 - Abusive or threatening behaviour or use of offensive language directed at another employee, Council Member or a member of the public.

- 3.4.7 Sexual misconduct at work whether criminal or not.
- 3.4.8 Off duty misconduct – the conviction for, or admission of offences that will have a direct bearing on the employee's ability to carry out their duties.
- 3.4.9 Knowingly aiding and abetting an act of Gross Misconduct.
- 3.4.10 Unlawful discrimination against other employees or members of the public in the course of employment on the grounds of sex, sexual orientation, race, age, disability, religion or belief, including any behaviour that may be classed as bullying and harassment, against any person whilst at work.
- 3.4.11 The displaying, circulation or copying of material deemed to be offensive, either electronically or otherwise.
- 3.4.12 Persistent unauthorised absence from work, including frequent lateness without acceptable explanation or persistent failure to comply with the Council's Policies.
- 3.4.13 Serious insubordination.

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