

## Report to: Personnel Committee

**Report Ref:** P1913  
**Meeting Date:** 13<sup>th</sup> November 2019  
**Agenda Item:** 8  
**Prepared By:** Town Clerk



**Subject:** Policy Reviews

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### 1.0 BACKGROUND

The committee has previously established a working group to review the policies which sit under the committee. The working group has previously reported on and revised policies were adopted for Absence and Leave, Flexible Working and Lone Working.

The working group has now completed reviews for a further ten policies:

- Grievance Policy
- Disciplinary Policy
- Performance Improvement Policy
- Sickness Absence Policy
- Training Policy
- Appeals Policy (*to be inserted into Staff Handbook*)
- Accompaniment Policy (*to be inserted into Staff Handbook*)
- Employee Dress Code Policy (*to be inserted into Staff Handbook*)
- Employee Development Review Policy (*to be inserted into Staff Handbook*)

The working group is seeking to make policies as simple and digestible as possible and, where possible to merge policies into the council's Staff Handbook.

The revised Grievance, Disciplinary, Performance Improvement and Sickness Absence policies are based on recommended policies prepared by Ellis Whittam. The Accompaniment and Appeals policies are based on those which were individually included in each of the aforementioned policies. The working group has also reviewed the council's Freedom of Information Publication Scheme and recommends no changes.

When inserting them into the Staff Handbook, the Town Clerk will make minor amendments to achieve a uniform voice through the handbook e.g. referring to "you may" rather than "an employee may" etc. The working group is seeking to have reviewed the Equal Opportunities, Officer Code of Conduct and Staff Handbook in time for the next committee meeting, concluding the review.

### 2.0 RECOMMENDATION

It is recommended that the committee adopts the revised policies.



# DISCIPLINARY POLICY

## Disciplinary Policy

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### Introduction

- 1.1 The Council seeks to deal with disciplinary issues fairly and promptly. This procedure sets out the framework under which allegations of misconduct will be investigated and considered.
- 1.2 While the procedure set out in this policy will be appropriate in most cases, there may be situations in which it is not practicable to comply with a particular requirement of it. When this happens the Council will still ensure the matter is dealt with fairly and will pay particular attention to the need to give the employee every opportunity to explain their version of events.
- 1.3 The Council reserves the right not to follow this procedure in full for employees who are within their first two years of employment with the Council.

### Definitions of Misconduct and Gross Misconduct

- 2.1 Misconduct is defined as behaviour which is disruptive, disrespectful to colleagues, or which falls short of the requirements set by council policy, will be treated as misconduct under the disciplinary procedure.
- 2.2 While employees will not usually be dismissed for a first misconduct offence, a failure to remedy the behaviour or to adhere to required standards may ultimately lead to dismissal once appropriate warnings have been given.



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- 2.3 Gross misconduct is behaviour which is fundamentally at odds with the employee's duty to the Council and their colleagues. Gross misconduct will usually result in dismissal without notice, or payment in lieu of notice, even in cases of a first offence.
- 2.4 It is not possible to list every example of gross misconduct which may arise, but the following provides an illustration of the sort of conduct that will fall into this category, some of which are then explained in more detail below:
- a. Theft
  - b. Refusal to carry out reasonable instructions
  - c. Falsification of documents or information
  - d. Assault, physical violence or intimidating behavior whilst acting or purporting to act on behalf of the council
  - e. Deliberate acts of discrimination or harassment
  - f. Insulting, indecent or offence behaviour towards any person whilst acting or purporting to act on behalf of the council
  - g. Bringing the council into serious disrepute
  - h. Wilful damage to property
  - i. Reckless behaviour posing a risk to health and safety
  - j. Any act or omission constituting serious or gross negligence/or dereliction of duty
  - k. Sleeping on duty
  - l. Any illegal act during working time or on council premises
  - m. Any act described as gross misconduct elsewhere in policy

### Informal Action

- 3.1 Most minor acts of misconduct can be dealt with informally through discussions between an employee and their line manager. This may consist of management guidance or an informal warning given orally or in writing. These steps are an everyday part of the management process and no formal procedure needs to be followed in respect of them.
- 3.2 Where informal action of this kind fails to resolve an issue, or where the misconduct alleged is considered too serious, then the matter will be dealt with formally under this procedure.

### Investigation

- 4.1 If it is alleged that an employee has committed misconduct, an investigation will be carried out aimed at gathering all of the relevant evidence.
- 4.2 The employee may be interviewed as part of this investigation and will have the opportunity to point the investigator towards any evidence that is felt relevant.
- 4.3 The right to be accompanied does not apply to any investigatory interview.

### Suspension



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- 5.1 An employee may be suspended from duty on full pay whilst an allegation of misconduct is being dealt with to allow an unhindered investigation to take place, or to protect the interests of the Council and its employees.
- 5.2 The Council will make every effort to ensure that any period of suspension is kept as short as possible.
- 5.3 During any period of suspension an employee may be instructed not to contact other members of staff except for the purposes of preparing for any disciplinary hearing. This is not a disciplinary sanction and should not be seen as a predetermination of any disciplinary process.

### Hearing

- 6.1 Once the investigation has been carried out, the investigating officer will make a decision about whether there is sufficient evidence to warrant a disciplinary hearing. If there is, the employee will be informed of this and an appropriate date for the hearing will be arranged. This will take place within normal working hours wherever possible.

- 6.2 To enable the employee to prepare, the Council will provide a copy of all written evidence which will be considered at the hearing in advance. The council will provide at least two days' notice of the hearing.

In exceptional cases the Council may need to withhold the identities of certain witnesses or hold back sensitive items of evidence. This will only be done where it is considered necessary to protect individuals or the essential interests of the Council and every effort will be made to ensure that you are given as much information as possible so that a fair hearing can be conducted.

- 6.3 The purpose of the hearing will be to consider the evidence gathered during the investigation and to consider any representations made by the employee. The hearing will be conducted by the employee's line manager.
- 6.4 The hearing will consider any evidence the employee chooses to present. Should witnesses be prepared to appear on the employee's behalf they will be permitted to do so provided that their evidence is relevant to the issues that need to be decided. The Council will not compel or require any employee to appear as a witness. The employee will be entitled to challenge any evidence presented but will not be entitled to cross-examine witnesses.
- 6.5 The Council may need to proceed with a disciplinary hearing even if the employee is absent due to ill health or simply does not attend. Before hearing the matter in an employee's absence, the Council will attempt to arrange the hearing in such a way that the employee will be able to attend or to submit written representations to the hearing and/or to arrange for an appropriate representative to attend the hearing on their behalf.



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## Disciplinary Action

- 7.1 After considering all of the evidence, including any submissions made by the employee, the manager conducting the hearing will decide on the outcome. If misconduct is found to have taken place then the usual outcome will be a written warning.
- 7.2 A warning will stay active for a period of one year, after which it will not be taken into account in any future disciplinary action.
- 7.3 If a further instance of misconduct is found to have occurred whilst a warning remains active, or if any misconduct is considered to be serious enough to warrant it, then subject to the formal process above being followed, the employee will be issued with a final written warning.
- 7.4 A final written warning will usually remain active for one year, but a longer period may be specified if the manager conducting the hearing feels that the circumstances warrant it.
- 7.5 An employee who is found to have committed further misconduct during a period covered by a final written warning will, following a hearing conducted in accordance with this procedure, generally be dismissed.

## Dismissal

- 8.1 An employee will not normally be dismissed under this procedure for a single instance of misconduct unless a final written warning is already in place.
- 8.2 Where gross misconduct is found to have occurred then dismissal without notice or payment in lieu will be the usual outcome.

## General

- 9.1 An employee may appeal any decision taken under this policy in accordance with the council's appeals policy.
- 9.2 With the exception of investigation meetings an employee has the right to be accompanied to meetings under this policy as per the council's accompaniment policy.
- 9.3 Any action to be taken against the Town Clerk will be conducted by a sub-committee of the Personnel Committee. Dismissal of the Town Clerk must be ratified by Full Council.



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# GRIEVANCE POLICY

## Grievance Policy

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## Introduction

- 1.1 The Council seeks to be responsive to concerns raised by employees who are encouraged to raise issues affecting their happiness at work with their line manager. Where the issues are concerning the Town Clerk, these should be addressed to the Town Mayor.
- 1.2 The Council will attempt to resolve issues informally. Where it has not been possible to resolve an issue informally, or where this would not be appropriate, a formal grievance may be raised in accordance with this policy.
- 1.3 Any written complaint or grievance which alleges that a member has failed to comply with the council's Code of Conduct will be referred to Monitoring Officer at Cheshire East Council.

## Raising a Grievance

- 2.1 An employee may raise a formal grievance in writing, stating that it is a formal grievance and providing as much information about the grievance as possible, including any relevant dates and times.
- 2.2 Grievances should be raised with the employee's line manager, where the grievance is about the employee's line manager it should be raised with the Town Clerk. Grievances about the Town Clerk should be raised with the Town Mayor.
- 2.3 Grievances will normally be dealt with by an employee's line manager. Grievances concerning the employee's line manager will be dealt with by the Town Clerk. Grievances



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concerning or raised by the Town Clerk will be dealt with by a sub-committee of the Personnel Committee.

### Grievance Hearing

- 3.1 A grievance hearing will be arranged for the employee to explain the issue and suggest how it can be resolved.
- 3.2 An employee will have the right to be accompanied in accordance with the council's accompaniment policy.
- 3.3 The manager conducting the hearing will consider the information presented and may either deal with the matter immediately or decide to carry out further investigations. In that case the hearing will be adjourned until the investigation has been completed.
- 3.4 Once the investigations are concluded, if new information comes to light and it is considered appropriate, you may be invited to a reconvened meeting to have the opportunity to consider and respond to the findings of the investigation. Following this a decision on the outcome of your grievance will be made.

### Allegations of Misconduct

- 4.1 Where an employee is making allegations of misconduct on the part of other employees the Council may need to carry out an investigation into the allegations and pursue the matter through the disciplinary procedure. Where this happens, the grievance will be held over until the disciplinary process has been concluded.

### Relationship with other Procedures

- 5.1 Where a grievance relates to the conduct of other procedures such as the disciplinary or performance management procedures, the council may choose to either:
  - a. delay the consideration of the grievance until that procedure has been completed
  - b. deal with the grievance in the course of that procedure or by way of appeal if that appears to be a fairer or more straightforward way of dealing with the issue

### Appeal

- 6.1 An employee may appeal any decision taken under this policy in accordance with the council's appeals policy.



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# PERFORMANCE IMPROVEMENT POLICY

## Performance Improvement Policy

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### Introduction

- 1.1 It is in everybody's interest for employees to perform well at their jobs and the Council aims to ensure that all employees are given the support needed to ensure that they do so. Where there are issues with performance then the employee should receive feedback from their manager setting out any concerns.
- 1.2 Discussions should take place about how that performance can be improved. This procedure is designed to be used when such informal discussions do not lead to the employee's performance improving to an acceptable level.
- 1.3 Where an employee's poor performance is believed to be the result of deliberate neglect, or where serious errors have been made to the detriment of the Council then it may be more appropriate to use the disciplinary procedure. Which procedure to use shall be at the discretion of the Council.
- 1.4 The Council reserves the right not to follow this procedure in full for employees who are within their first two years of employment with the Council.

### Stage One

- 3.1 The employee's line manager will inform them of the nature of the concern and confirm this in writing inviting the employee to a meeting to discuss the concerns.
- 3.2 The meeting will be conducted by the employee's line manager and will consider any representations the employee may make about their performance, whether it needs to be improved and if so what steps can be taken to help the employee reach the appropriate level.



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- 3.3 Following discussion of the issue, the line manager may choose to take no further action; to refer the matter for investigation under the disciplinary procedure or to issue a written warning and Performance Improvement Plan which will remain current for a period of 12 months.

### Performance Improvement Plan

- 4.1 A Performance Improvement Plan (PIP) is a series of measures designed to help improve an employee's performance. Ideally each measure will be agreed with the employee, though the council reserves the right to insist on any aspect of the PIP in the absence of such agreement.
- 4.2 Each PIP will be tailored to the particular situation, but will contain the following elements:
- a. The overall timescale in which the necessary improvement and the timescale for reaching individual milestones where appropriate
  - b. The particular areas in which improvement is needed and set out how and on what criteria the employee's performance will be assessed. Where appropriate, specific targets will be set which will need to be achieved either by the end of the plan or at identifiable stages within it
  - c. What measures will be taken by the Council to support the employee in improving their performance. Such measures may include training, additional supervision, the reallocation of other duties, or the provision of additional support from colleagues.
- 4.3 As part of the PIP the employee will be given regular feedback from their line manager indicating the extent to which the employee is on track to deliver the improvements set out in the plan.
- 4.4 If at any stage the Council feels that the PIP is not progressing in a satisfactory way, a further meeting may be held with the employee to discuss the issue. As a result of such a meeting the employer may amend or extend any part of the plan.
- 4.5 At the end of the PIP the employee's performance will be reviewed. If satisfactory progress has been made the employee will be notified of this fact in writing.

If the manager feels that progress has been insufficient then they may decide to extend and/or amend the PIP to such extent as seems appropriate or refer the matter to a meeting under stage two of this procedure.

- 4.6 Following the successful completion of a PIP the employee's performance will continue to be monitored. If at any stage during the lifetime of the first written warning the employee's



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performance again starts to fall short of an acceptable standard, their line manager may decide to instigate stage two of this procedure.

### Stage Two

- 5.1 If a PIP has not led to sufficient improvement in the employee's performance, the employee will be invited to attend a formal performance management hearing. The invitation will set out the respects in which the line manager believes that the employee's performance still falls short of an acceptable standard. The hearing will be conducted by the Town Clerk.
- 5.2 At the hearing, the employee will be given an opportunity to respond to any criticism of their performance and to make representations about any aspect of the way in which the process has been managed.
- 5.3 If the hearing concludes that reasonable steps have been taken which should have allowed the employee to perform to an acceptable standard but that these measures have not worked then a formal final warning may be issued.

The warning will explain the nature of the improvement which is required in the employee's performance and state that the improvement must be immediate and sustained. It will also explain that if this improvement does not take place then the employee may be dismissed.

Where it is appropriate, the warning may be accompanied by an extended or revised PIP.

- 5.4 The warning will remain current for a period of 12 months, after which time it will cease to have effect.

### Stage Three

- 6.1 If an employee has been issued with a warning under stage two which remains current, and their line manager believes that the employee's performance is still not acceptable then the matter may be referred to a further performance management hearing.
- 6.2 The employee will be informed in writing of the grounds of which the hearing is being convened and in particular will be told of the respects in which their performance continues to fall below an acceptable standard. The hearing will be conducted by the Town Clerk.
- 6.3 At the meeting the employee will be able to respond to any criticisms made of their performance and make representations about how the situation could be treated.
- 6.4 The Town Clerk may take such action as is judged appropriate up to and including a decision to dismiss the employee.



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- 6.5 Any dismissal under this procedure will be with notice or payment in lieu of notice, and the decision to dismiss together with the reasons for dismissal will be set out in writing and sent to the employee.

### Redeployment

- 8.1 There may be circumstances in which it becomes clear that an employee would be better suited to a different role within the Council. However, any offer to redeploy the employee will be entirely at the Council's discretion and will only be made when the Council is confident that the employee will be able to perform well in the redeployed role and where there is a suitable available vacancy.
- 8.2 Redeployment may be offered as an alternative to dismissal where the Council is satisfied that the employee should no longer be allowed to continue to work in their current role. While the employee is free to refuse any offer of redeployment, the only alternative available in these circumstances will usually be dismissal.

### General

- 9.1 An employee may appeal any decision taken under this policy in accordance with the council's appeals policy. Any PIP that is in force, together with any measures or objectives included within it, will continue in place during the appeal process.
- 9.2 An employee has the right to be accompanied to meetings under this policy as per the council's accompaniment policy.
- 9.3 Any action to be taken against the Town Clerk will be conducted by a sub-committee of the Personnel Committee. Dismissal of the Town Clerk must be ratified by Full Council.



# SICKNESS ABSENCE POLICY

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## Introduction

- 1.1 The Council may need to dismiss an employee whose attendance does not meet an acceptable standard either because of a long-term absence or because of a series of short-term absences.
- 1.2 Such dismissals do not depend on any wrongdoing on the employee's part and do not mean that the Council does not accept that their absences are genuinely due to illness or injury. Rather, dismissal is recognition that unfortunately the employee is no longer able to perform their role, or attend work on a sufficiently regular basis to make their continued employment a viable option.
- 1.3 At all meetings under this policy, an employee will have a right to be accompanied by a fellow employee or a trade union official on the same basis as set out in the council's Performance Management Policy.

## Short Term Absence

- 2.1 An employee who the Council considers to have an excessive sickness absence record will be spoken to informally. They will usually have specific attendance targets set and be advised that if these are breached they will be invited to a meeting to discuss their attendance.
- 2.2 The meeting will usually be conducted by the employee's line manager
- 2.3 At the meeting the employee will be asked to explain the level of their absence. Where there is any indication that the absences are caused by an underlying medical condition then the matter may be dealt with under the procedure for long-term absence set out below. The Council may also seek medical evidence from either the employee's doctor or an occupational health specialist in which case the meeting will be adjourned for a report to be obtained.



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2.4 Subject to any medical evidence, the manager conducting this first-stage meeting may decide to issue a warning to the employee setting out the Council's expectations regarding attendance, indicating the level of improvement needed. A review period will normally be set which may range from one month to 12 months depending on the circumstances.

2.5 If the employee's attendance does not improve to the extent required they may at any stage in the review period be invited to attend a second-stage meeting to discuss the matter. The meeting will be conducted by the employee's line manager.

This meeting may result in an extension of the review period or the issuing of a final written warning requiring the employee's attendance to improve, setting out the level of improvement required over a specified period of up to one year.

2.6 If the employee does not meet this standard and there is no underlying condition where reasonable adjustments would assist the employee to attend, they may be dismissed.

A final meeting will be convened which shall be conducted by a manager with appropriate authority to dismiss and will consider any representations made by or on behalf of the employee.

Any dismissal arising out of this meeting will be with notice.

### Long Term Sickness

3.1 Where an employee is absent for an extended period, or it is clear that their absence is likely to continue for some time, the Council will want to investigate the prospects for their return and consider what actions can be taken to facilitate this.

3.2 The extent to which the Council can continue to sustain an employee's absence will depend on a range of factors, including the role of the employee and the prevailing circumstances of the organisation.

3.3 The Council will seek medical advice as to the employee's condition either from the appropriate professionals caring for the employee or from a specialist occupational health practitioner. The focus will be on ascertaining when the employee will be able to return to work and what steps the Council can take to facilitate this.

3.4 An employee is not obliged to consent to any medical reports or records being shared with the Council as part of this process. However, in the absence of medical evidence the Council will have to work on the basis of what information is available in reaching its decision.



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- 3.5 One or more meetings will be arranged by the employee's line manager to discuss the employee's condition, the prospects for any return to work, and whether anything more can be done by the Council to help.
- 3.6 Every effort will be made to make suitable arrangements for the meeting to allow the employee to attend. Where the employee is simply too ill to take part in the process, however, the Council may proceed to dismissal in the absence of a meeting taking into account any representations made on the employee's behalf.
- 3.7 Where it appears that the employee will be unable to return to work within a reasonable time frame then the Council may need to consider dismissal. Any dismissal will be with notice.

### General

- 4.1 An employee may appeal any decision taken under this policy in accordance with the council's appeals policy.
- 4.2 Any action to be taken against the Town Clerk will be conducted by a sub-committee of the Personnel Committee. Dismissal of the Town Clerk must be ratified by Full Council.



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# TRAINING AND DEVELOPMENT POLICY

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## Commitment to Training

Knutsford Town Council is committed to the ongoing training and development of members and employees to enable them to make the most effective contribution to the Council's purpose, aims and objectives in providing the highest quality representation and services for Knutsford.

Where the Council covers the costs of a course it shall also cover any reasonable travel and subsistence costs.

## Training and Development of Members

The Town Clerk may authorise member attendance at any training event relevant to their council/committee roles within the approved budget.

The Town Council will:

- 1) Encourage all Members to undertake training relevant to their specific roles and to the needs of the Council.
- 2) Ensure that new Members are offered appropriate training and induction at the earliest opportunity.
- 3) Require Members to have undertaken Chairmanship training before being appointed as a committee Chairman.
- 4) Require Members to have undertaken training in:
  - a. local council finance to be appointed to the Finance Committee
  - b. the planning system to be appointed to the Planning and Licensing Committee
  - c. general human resources be appointed to the Personnel Committee
- 5) Provide an annual opportunity for Members to discuss their development, training needs and any issues affecting their role with the Town Clerk.

## Training and Development of Employees



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## TRAINING AND DEVELOPMENT POLICY

The Town Clerk may authorise employee attendance at any relevant training or professional development within the approved budget. The Town Clerk may only authorise his own training and development with the approval of the Town Mayor who may require the decision to be made by the Personnel Committee.

The Town Council will:

- 1) Encourage all Employees to undertake training relevant to their specific roles and to the needs of the Council, ensuring that the Town Clerk attains at least 12 CPD points annually and encouraging other officers to attain a similar level of professional development.
- 2) Ensure that new Employees are provided with appropriate training and induction at the earliest opportunity.
- 3) Provide regular employee development reviews.

### Membership of External Organisations

The Town Council recognises that through its membership of external organisations it has access to support, knowledge and discounted training. As such the Council shall be a continuous member of:

- a) Cheshire Association of Local Councils (ChALC)
- b) National Association of Local Councils (NALC).
- c) National Association of British Market Authorities (NABMA)
- d) National Allotments Association
- e) Institute of Cemetery and Crematorium Management (ICCM)
- f) any other organisation that a relevant committee deems pertinent.

The Town Clerk and Planning and Facilities Officer shall be members of the Society of Local Council Clerks (SLCC).



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## Appeals Policy

The council's Performance Improvement, Sickness Absence, Grievance and Disciplinary policies set out a right to appeal decisions.

An appeal must be submitted within one calendar week of the employee being informed of the decision. The appeal should set out the grounds for the appeal which will usually fall into one of the following:

- Challenge the process followed in reaching a decision
- Challenge the evidence relied on in making the decision
- Challenge the decision reached
- Present new evidence or reasons why the action should not be taken

An appeal hearing will be convened to consider the matter. Employees have the right to be accompanied to this meeting as per the council's accompaniment policy.

Appeals will be considered by a sub-committee of the Personnel Committee. Where the decision being appealed was taken by a sub-committee of the Personnel Committee the appeal will be heard by a sub-committee comprising wholly different and unconnected members.

The outcome of the appeal will be confirmed to the employee in writing explaining the grounds of which the decision was reached.

The outcome of the appeal will be final.

## Accompaniment Policy

Employees are entitled to be accompanied at formal meetings held under the councils Performance Improvement, Sickness Absence, Grievance and Disciplinary policies.

The right to accompaniment is by a fellow employee or trade union official of their choice.

The Council will provide any chosen companions with appropriate paid time off to allow them to attend the meeting. However, it is up to the employee in question to arrange for a companion to attend the meeting.

If an employee's chosen companion cannot attend on the day scheduled for the meeting, then the Council will agree a new date which will usually be within 5 working days of the date originally scheduled. The employee may need to find someone else if their chosen companion is not available within that timescale.

The companion's role is to advise the employee during the meeting and make representations on their behalf. Both the employee and companion are required to cooperate in ensuring a fair and efficient meeting. The companion is not entitled to answer questions on the employee's behalf.



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## **Employee Development Reviews (Appraisal)**

The Town Council is committed to the development of all its employees and recognises the importance of regular formal reviews to achieve this.

The Town Clerk shall maintain procedures to ensure that all employees receive development reviews with their line manager throughout the year and as a minimum all employees must receive two reviews approximately six months apart.

The focus of reviews shall be to ensure that employees understand their job responsibilities, identify and review progress against performance targets and providing actionable and timely feedback. A record of all reviews shall be agreed by the line manager and employee and retained on the employee's personnel file.

Reviews should not be used to raise serious issues of under-performance for the first time.

## **Employee Dress Code**

Employees are responsible for their own presentation, appearance and personal hygiene and consideration must be given as to how others may consider their appearance. All employees should present a professional appearance to their colleagues, the public and visitors. This will include:

- Any make up being light and natural
- Offensive tattoos being covered
- All articles of clothing being clean and tidy
- Appropriate footwear is worn
- Hair being neat and tidy
- Jewellery being appropriate and kept to a minimum
- Clothing maintaining an appropriate neckline

Particular consideration should be given to situations where employees are representing the council, for example at meetings or in public. When in doubt, guidance should be sought from managers. Managers will provide guidance on appropriate dress and their reasonable instruction must be followed.

Any clothing required for health and safety purposes overrides the general requirements and managers will consider variations to policy to meet specific requirements (including religious, cultural or special needs).

Employees in manual roles will be provided with a uniform which will usually comprise a branded polo t-shirt, branded hi-visibility clothing (if applicable), PPE as required (branded where possible) and an optional branded fleece jacket. Employees may purchase additional



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items of uniform and the council will replace items due to reasonable wear and tear or where damaged/soiled during work time if not caused by negligence.

Employees must be conscious that they are representing the council at all times when wearing council branded clothing and their behaviour must reflect this.



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