



THE FLEET TOWN COUNCIL NOTICE OF MEETING

Notice is hereby given of

THE MEETING OF THE ESTABLISHMENT COMMITTEE

Wednesday 13th November 2024 at 7pm in The Harlington – MUSIC ROOM

All members are summoned to attend

To Councillors: P. Einchcomb, L. Holt, E. May, R. Robinson, R. Schofield, S. Tilley,
P. Wildsmith, G. Woods

Rita Tong, Executive Officer
6th November 2024

AGENDA

1.	APOLOGIES Schedule 12 of the LGA 1972 requires a record to be kept of members present, and that this record forms part of the minutes of the meeting. A resolution must be passed on whether the reason(s) for a member's absence are acceptable.
2.	DECLARATIONS OF INTEREST Under the Local Authorities Localism Act 2011, members must declare any interest and the nature of that interest, which they may have in any of the items under consideration at this meeting. Members are reminded that they must disclose both the existence and the nature of a personal interest that they have in any matter to be considered at this meeting. A personal interest will be considered a prejudicial interest if this is one in which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the members' judgement of the public interest.
3.	QUESTIONS FROM THE PUBLIC (3 min per person maximum 15 minutes) To receive questions and statements from members of the public.
4.	MINUTES OF PREVIOUS MEETING To approve and sign as a correct record the main minutes and the confidential minutes of the last meeting held on 10 th July 2024 (<i>copies attached</i>).
Part 1 – ITEMS FOR DECISION	
5.	ALCOHOL AND SUBSTANCE MISUSE POLICY The Executive Officer has been asked that whenever a Policy comes up for review, that the procedural elements contained within the Policy be removed. Accordingly, the following has been provided for Members to review: a) The Alcohol and Substance Misuse Policy as approved in October 2021 b) The proposed Alcohol and Substance Misuse Policy c) The proposed Alcohol and Substance Misuse Procedures.

	<p>RECOMMENDATION To approve the amended Alcohol & Substance Misuse Policy and Alcohol & Substance Procedure.</p>
6.	<p>DISCIPLINARY PROCEDURE The Executive Officer has been asked that whenever a Policy comes up for review, that the procedural elements contained within the Policy be removed. Accordingly, the following has been provided for Members to review:</p> <p>a) The Disciplinary Procedure as approved in October 2021 b) The proposed Disciplinary Policy c) The proposed Disciplinary Procedures.</p> <p>RECOMMENDATION To approve the amended Disciplinary Policy and Disciplinary Procedure.</p>
7.	<p>EQUALITY & DIVERSITY POLICY The Executive Officer has been asked that whenever a Policy comes up for review, that the procedural elements contained within the Policy be removed. It is the Executive Officer's opinion that this policy has no procedural elements within it.</p> <p>The policy could be updated to reflect recent changes and best practices in equality, diversity, and inclusion (EDI):</p> <ol style="list-style-type: none"> 1. Neurodiversity Considerations: While not a formal legal requirement, acknowledging neurodiversity (e.g., autism, ADHD) in the policy aligns with growing recognition of neurological differences as part of workplace diversity. 2. Accommodations for Disability and Other Needs: Explicitly mention the organization's responsibility to provide reasonable adjustments, not just for disabilities but also potentially for religious or cultural practices, reflecting inclusivity and sensitivity to diverse needs. 3. Flexible Working as an Inclusion Practice: In addition to mentioning flexible working, Members could consider expanding it to reflect inclusivity benefits, such as accommodating caregiving responsibilities or religious observances. <p>RECOMMENDATION a) To identify whether any amendments are required to the Equality & Diversity Policy. b) To approve the Equality & Diversity Policy.</p>
Part 2 – ITEMS TO NOTE	
8.	<p>TRAINING UPDATE Members to note training received by Officers since the last Establishment Committee meeting.</p>
9.	<p>STAFFING UPDATES Members to note staffing updates since the previous Establishment Committee meeting.</p>
10.	<p>DATE AND TIME OF NEXT MEETING The next meeting of the Establishment Committee is scheduled to be held on Wednesday 26th February 2025 at 7pm in The Harlington (Music Room).</p>
Part 3 – CONFIDENTIAL ITEMS FOR DECISION	
	<p>Under the Public Bodies (Admission to Meetings) Act 1960 Exclusion of the public in accordance with Section 1(2) and by reason of the confidential nature of the business of the Town Council, the Public and Press will be excluded from the Meeting.</p> <p>The following types of business will be treated as confidential:</p> <ol style="list-style-type: none"> a. Matters relating to individual staff, engagement, terms of service, conduct and dismissal of employees b. Terms of tenders, and proposals and counter-proposals in negotiations for contracts c. Receipt of professional legal advice and preparation of cases in legal proceedings d. The early stages of any dispute e. Matters of a commercial nature

11.	STAFF APPRAISALS UPDATE To receive a summary update on staff process towards the current year appraisal objectives (<i>see report attached</i>). RECOMMENDATION To note the staff appraisal update.
12.	STAFF SALARY BUDGET FOR 2025/26 FINANCIAL YEAR To receive the impact of draft payroll scenarios on next year's budget and to agree the recommended salary budget for inclusion in next year's budget (<i>see report attached</i>). RECOMMENDATION To make a recommendation to Council regarding the staff salaries budget for next financial year.



FLEET TOWN COUNCIL

MINUTES OF THE ESTABLISHMENT COMMITTEE MEETING

held on

Wednesday 10th July 2024 at 7pm

* Councillor Woods (Chairman)
0 Councillor Einchcomb (Vice Chairman)

* Councillor Holt	* Councillor Schofield
0 Councillor May	* Councillor Tilley
* Councillor Robinson	# Councillor Wildsmith

* Present # Absent & No Apology Received 0 Apology for Absence L Late

Also in attendance:

Rita Tong – Executive Officer

EST JULY 2024 ITEM 1 ELECTION OF CHAIRMAN

Cllr Woods was nominated and seconded for the position of Chairman of the Committee. There were no other nominations received.

RESOLVED

That Cllr Woods be elected as Chairman of the Establishment Committee for the local government year 2024/2025.

EST JULY 2024 ITEM 2 ELECTION OF VICE CHAIRMAN

Cllr Tilley was nominated and seconded for the position of Vice Chairman of the Committee. There were no other nominations received.

RESOLVED

That Cllr Tilley be elected as Vice Chairman of the Establishment Committee for the local government year 2024/2025.

EST JULY 2024 ITEM 3 APOLOGIES

Members received and accepted the apologies as noted above.

EST JULY 2024 ITEM 4 DECLARATIONS OF INTEREST

There were no declarations of interest.

EST JULY 2024 ITEM 5 QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no members of the public present.

EST JULY 2024 ITEM 6**MINUTES OF PREVIOUS MEETING**

The main minutes and confidential minutes of the Establishment Committee meeting held on 28th February 2024 were approved and signed by the Chairman.

EST JULY 2024 ITEM 7**ADOPTION AND SURROGACY POLICY**

Members reviewed the Adoption and Surrogacy Policy and approved the amendments recommended by Croner, the Council's HR Specialists.

Members requested the following amendments also be made to the policy:

- Ensure the language throughout the policy is gender neutral.
- After clarifying what the employers pension contribution is paid on, add clarification to the policy.

RESOLVED

Subject to the amendments above, Members approved the updated Adoption and Surrogacy Policy.

EST JULY 2024 ITEM 8**EMPLOYMENT CONTRACT TEMPLATE**

Members considered the Written Statement templates for permanent and casual staff drafted by Croner, the Council's HR Specialists, to be compliant with employment law and best practice.

RESOLVED

Members agreed that further analysis regarding the impact of the proposed terms and conditions was required. Members also agreed that this item be brought back to this Committee at a future date once such analysis had been completed.

EST JULY 2024 ITEM 9**EMPLOYER DISCRETIONS POLICY LGPS**

The LGPS Regulations require that all employers in the LGPS must publish a written Discretions Policy document, setting out what decisions they will make under LGPS regulations where they have discretion to do so. This policy should then be reviewed every 3 years and a newly signed Policy sent through to Hampshire Pension Services. Fleet Town Councils policy was last reviewed and sent to Hampshire Pension Services on 22 May 2017.

Members requested that clarification of what the 85-year rule was and once found be circulated to Members of the Committee.

RESOLVED

1. Members reviewed the latest Employers Discretion Policy and made decisions on Fleet Town Council's position new discretionary items.
2. Members authorised the Executive Officer to sign the updated Employers Discretion Policy and send to Hampshire Pension Service on behalf of Fleet Town Council

EST JULY 2024 ITEM 10**TRAINING UPDATE**

Members noted training received by Officers since the last Establishment Committee meeting.

EST JULY 2024 ITEM 11**STAFFING UPDATES**

Members noted staffing updates since the previous Establishment Committee meeting.

EST JULY 2024 ITEM 12

DATE AND TIME OF NEXT MEETING

The next meeting of the Establishment Committee is scheduled to be held on Wednesday 13th November 2024 at 7pm in The Harlington (Music Room).

Part 3 CONFIDENTIAL ITEMS

The Chairman stated the reasons that the remainder of the meeting should be held in confidential session is due to matters relating to individual staff and terms of service being discussed.

RESOLVED

That subject to the Public Bodies (Admission to Meetings) Act 1960 Exclusion of the public in accordance with Section 1(2) and by reason of the confidential nature of the business of the Town Council, the Public and Press will be excluded from the Meeting.

EST JULY 2024 ITEM 13

STAFF APPRAISALS UPDATE

Members received a summary of appraisals completed and reviewed the objectives set for 2024/25.

RESOLVED

Members received the report on appraisals completed for 2023/24 and noted the objectives set for 2024/25.

EST JULY 2024 ITEM 14

LEAVE

Members considered a report on a leave request.

RESOLVED

Members considered a leave request and requested further options be developed regarding how the absence will be covered.

Signed: **Date**.....

Chairman

The meeting closed at 8.15pm.



Alcohol and Substance Misuse Policy

Policy and Finance Approved: October 2021
Due for next Review: October 2024

1. Introduction

1.1 This policy covers the use and misuse of intoxicating substances, which include alcohol, drugs, medicines and other substances that could adversely affect work performance and/or health and safety.

1.2 Fleet Town Council (FTC) is committed to ensuring a safe and productive work environment and to promoting the health, safety, and well-being of its employees. Alcohol or drug misuse can result in reduced levels of attendance, sub-standard work and health and safety risks for the employee and others. It can also be detrimental to the reputation of the organisation and its ability to provide high-quality services. This policy outlines employee and management responsibilities to address this and the consequences of breaches of this policy.

1.3 This policy applies to all employees, FTC also expects all casual workers, contractors and others working on its behalf to comply with this policy.

2. At work

- 2.1 Employees must report for work, and remain throughout the working day, in a fit and safe condition to undertake their duties and not be under the influence of alcohol or drugs.
- 2.2 Employees must not consume alcohol or drugs at any time while at work. Exceptions apply to drugs prescribed for the individual or over-the-counter medicines used for their intended purpose.
- 2.3 Employees must notify their manager immediately should they be prescribed medication or plan to take over-the-counter medicines that may cause side effects and impair their ability to undertake their duties safely and effectively.
- 2.4 Similarly, employees who experience side effects as a result of taking medicines that impair their ability to perform their duties safely must notify their line manager immediately.
- 2.5 Employees are not obliged to disclose the actual medical condition being treated nor the medication – simply the adverse impact/side effects that could impact their ability to work.

3. Outside working hours

- 3.1 Employees must not consume intoxicating substances before coming on duty or when they may be required to attend work at short notice, when they are on call.
- 3.2 Intoxicating substances such as alcohol and drugs may remain in the system for some time and even small amounts can impair performance and jeopardise safety. Employees are personally responsible for allowing sufficient time for the intoxicating substance to leave their system before reporting for work.

4. Manager responsibilities

- 4.1 Managers are required to:
 - be aware of the signs of alcohol and substance misuse and the effects on performance, attendance and health of employees.
 - ensure that staff are aware of the support that is available to them should they have a problem and to provide support and assistance, where appropriate.
 - monitor the performance, behaviour and attendance of employees as part of the normal supervisory relationship
 - intervene at an early stage where changes in performance, behaviour, sickness levels, attendance patterns are identified to establish whether alcohol or drug misuse is an underlying cause
 - instigate disciplinary measures where appropriate to do so.
- 4.2 Where a manager is aware, or suspects, that an employee is misusing intoxicating substances they should speak to the Office Manager, such matters will be treated confidentially as far as is legitimately and legally possible.

5. Employee responsibilities

- 5.1 Employees are expected to present a professional, courteous and efficient image to those with whom they come into contact at all times.
- 5.2 Employees are not permitted to possess, store, trade or sell controlled drugs on organisation premises or bring the organisation into disrepute by engaging in such activities outside of work. The only exception would be where an employee has a prescription.
- 5.3 Employees are strongly encouraged to seek help if they have concerns regarding their alcohol or drug consumption. It is recommended that they approach either their line manager or the Office Manager so that the organisation can arrange for the provision of appropriate support.
- 5.4 Employees are expected to co-operate with any support and assistance provided by the organisation to address an alcohol or drug misuse problem.
- 5.5 Employees should not, even with the best of motives, 'cover up' for, or collude with, a colleague with an alcohol- or drug-related problem but instead should encourage the individual to seek help. Where the individual concerned does not wish to come forward to seek help, they have a responsibility to raise their concerns with the employee's line manager.

6. Breaches of the policy

- 6.1 FTC will adopt a constructive and supportive approach when dealing with employees who may be experiencing drug or alcohol dependency/addiction.
- 6.2 Employees seeking assistance for a substance misuse problem will not have their employment terminated simply because of their dependence/addiction.
- 6.3 If performance, attendance or behaviour is unacceptable, despite any support and assistance that can be offered, ultimately dismissal may be unavoidable.
- 6.4 Notwithstanding the above, there will be circumstances where breaches of the policy, whether dependency-related or not, will be treated as a disciplinary matter and may result in the summary dismissal of the employee. Examples of issues
 - deliberate disregard for personal safety and that of others associated with the use of intoxicating substances
 - unacceptable behaviour in the workplace associated with the use of intoxicating substances
 - being found incapable of performing normal duties satisfactorily and safely as a result of consuming alcohol or taking drugs
 - consuming intoxicating substances during the working day including rest and lunch breaks or when rostered on call and liable to be called upon to work at short notice
 - being disqualified from driving as a result of alcohol- or drug-related offences (employees required under their contract of employment to drive a vehicle)
 - making malicious or vexatious allegations that a colleague is misusing intoxicating substances.

This list is illustrative only and should not be regarded as exclusive or exhaustive. Disciplinary action will be in all cases proportionate to the circumstances of the breach of the policy.

- 6.5 Where evidence warrants, the organisation will inform the police of illegal drug use or any activity or behaviour over which there are concerns as to its legality



Alcohol and Substance Misuse Policy

Full Council Approved: October 2024
Due for next Review: October 2027

1. Introduction

1.1 This policy covers the use and misuse of intoxicating substances, which include alcohol, drugs, medicines, and other substances that could adversely affect work performance and/or health and safety.

1.2 Fleet Town Council (FTC) is committed to ensuring a safe and productive work environment and promoting the health, safety, and well-being of its employees. Alcohol or drug misuse can result in reduced attendance, sub-standard work, and health and safety risks. It can also harm the organization's reputation and ability to provide high-quality services. This policy outlines employee and management responsibilities to address this and the consequences of breaches.

1.3 This policy applies to all employees. FTC also expects all casual workers, contractors, and others working on its behalf to comply with this policy.

2. At Work

2.1 Employees must report for work, and remain throughout the working day, in a fit and safe condition, free from the influence of alcohol or drugs.

2.2 Employees must not consume alcohol or drugs at any time while at work. Exceptions apply to prescribed or over-the-counter medicines used as intended.

2.3 Employees must notify their manager immediately if they are prescribed medication or plan to take over-the-counter medicines that may impair their duties.

2.4 Employees experiencing side effects that impair their work performance must inform their line manager immediately.

2.5 Employees are not obligated to disclose the actual medical condition but should communicate any side effects that could impact their ability to work.

3. Outside Working Hours

3.1 Employees must not consume intoxicating substances before coming on duty or when they may be required to attend work on short notice.

3.2 Employees are responsible for allowing sufficient time for intoxicating substances to leave their system before reporting for work.

4. Manager Responsibilities

4.1 Managers are required to:

- Recognize signs of alcohol and substance misuse and understand its effects on performance, attendance, and health.
- Ensure staff are aware of available support.
- Monitor performance, behaviour, and attendance as part of the normal supervisory relationship.
- Intervene early if changes in performance, behaviour, or attendance suggest substance misuse.
- Take disciplinary measures as appropriate.

4.2 Managers should consult the **Office Manager** in cases of suspected substance misuse. Such matters will be treated confidentially as far as possible.

5. Employee Responsibilities

5.1 Employees are expected to present a professional, courteous, and efficient image at all times.

5.2 Employees are not permitted to possess, store, trade, or sell controlled drugs on organization premises or to bring the organization into disrepute through such activities outside work.

5.3 Employees are encouraged to seek help if they have concerns regarding substance use. They may approach their line manager or the Office Manager for support.

5.4 Employees are expected to cooperate with support provided by the organization.

5.5 Employees should not cover up or collude with a colleague struggling with substance misuse but encourage them to seek help.

6. Breaches of the Policy

6.1 FTC takes a constructive approach to employees experiencing dependency/addiction.

6.2 Employees seeking assistance for substance misuse will not face termination solely for dependency/addiction.

6.3 If performance, attendance, or behaviour remains unacceptable despite support, dismissal may be unavoidable.

6.4 Certain policy breaches, whether dependency-related or not, may be treated as disciplinary matters, potentially leading to summary dismissal.

6.5 Where evidence warrants, FTC may inform the police of illegal drug use or other concerning activities.



Alcohol and Substance Misuse Procedure

Full Council Approved: October 2024
Due for next Review: October 2027

Procedures for Management

1. Identifying and Addressing Concerns

- Managers should be alert to signs of potential substance misuse.
- If concerns arise, managers must discreetly address the issue and consult the Office Manager.
- Maintain confidentiality where legally and practically possible.

2. Supporting Employees

- Approach employees with empathy and provide information about support resources.
- Where substance misuse is confirmed, managers should outline available support and encourage employee cooperation.

3. Disciplinary Action

- Initiate disciplinary action if substance misuse leads to performance or conduct issues.
- Document incidents thoroughly and consult with HR or legal advisors if necessary.

Procedures for Employees

1. Self-Reporting

- Employees with substance concerns are encouraged to contact their line manager or the Office Manager.

2. Reporting Colleagues

- Employees who suspect a colleague has a substance misuse issue should encourage the individual to seek help or raise the concern with management if necessary.

Confidentiality and Legal Implications

- FTC will treat substance misuse cases with discretion and maintain confidentiality as much as possible.
- In cases of illegal substance use, FTC may contact law enforcement as required by law.

Consequences of Breaches

- Breaches involving substance misuse are subject to disciplinary procedures, including potential dismissal.
- In cases involving illegal activity, law enforcement may be notified which may result in criminal proceedings.



Disciplinary Procedure

Policy and Finance Approved: April 2015
Reviewed: October 2021
Due for Next Review: October 2024

Based on NALC model procedure

1. Introduction

This disciplinary procedure is designed to help and encourage employees to achieve and maintain acceptable standards of conduct and job performance at all times, including the need to: -

- Fulfil the duties specified in their contract of employment.
- Be honest and act beyond suspicion of dishonesty.
- Maintain high standards of integrity and conduct to protect the council's image and reputation with the public.

1.1 This policy indicates the disciplinary procedure that will normally be followed in the event of misconduct. The following list provides examples of conduct that will normally be regarded as misconduct leading to disciplinary proceedings. The list is not exhaustive. These are examples only:

Examples of Misconduct

- i. Unsatisfactory time keeping.
- ii. Absenteeism, including any absence from work during a working day without prior authorisation or instruction.
- iii. Failure to comply with rules and regulations applicable to job requirements.
- iv. Failure by an employee to perform the duties and responsibilities of his or her post to the standard expected by the council.
- v. Insubordination.
- vi. Refusal to follow reasonable instructions.
- vii. Breach of health and safety rules
- viii. Any other conduct that from time to time is defined by the council as amounting to misconduct.

Examples of Gross Misconduct

- 1.2 The following list provides examples of conduct that will normally be regarded as gross misconduct leading to disciplinary proceedings including dismissal. The list is not exhaustive. These are examples only:
- a. bullying, discrimination and harassment
 - b. incapacity at work because of alcohol or drugs
 - c. violent behaviour
 - d. fraud or theft
 - e. gross negligence
 - f. gross insubordination
 - g. serious breach of health and safety rules
 - h. serious and deliberate damage to property.
 - i. Use of the internet or email to access pornographic, obscene or offensive material
 - j. Disclosure of confidential information
- 1.3 For first instances of minor misconduct the employee's manager or the Clerk may speak to the employee informally before implementing a formal disciplinary procedure. However, there is no obligation for the employee's manager/Clerk to do this.

2. Scope

The procedure applies to all employees of Fleet Town Council.

3. General Procedural Information

- 3.1 Verbal Warnings and Written Warnings will normally be issued by the employee's manager/clerk. Disciplinary proceedings raised under the Standard Council Disciplinary procedure will normally be investigated by a committee of three members of the Establishment Committee.
- 3.2 Where disciplinary proceedings are instigated against the clerk, matters will be dealt with by the Establishment Committee, Verbal Warnings and Written Warnings will be given by the Chairman of that Committee. Any investigations and any meetings will be carried out by three members of the Establishment Committee.
- 3.3 Any disciplinary appeal meetings will be conducted by three members of the Establishment Committee, or members of the Council who have had no previous involvement in the matter at hand.

4 Verbal Warnings

- 4.1 Verbal Warnings are issued for most first instances of general misconduct, depending on the seriousness of the offence. If the employee is given a Verbal Warning he or she will be:
- 4.1.1 warned of the likely consequences of any further disciplinary offences or a failure to improve his or her conduct to the satisfaction of the council
 - 4.1.2 advised of the right of appeal.

4.1.3 A note confirming the Verbal Warning will be placed on the employees personnel file and a copy will be provided to the employee. A Verbal Warning will normally remain in force for 3 months.

4.2 The Verbal Warning stage of the procedure may be omitted if the offence is of a sufficiently serious nature.

5 First Written Warning

5.1 In the case of a serious offence or repetition of an earlier minor offence the employee will normally be given a First Written Warning. A First Written Warning will be issued by the Clerk/ Harlington Manager and will set out:

- i. the nature of the offence and the improvement required, if appropriate, and over what period.
- ii. the likely consequences of any further offence or failure by the employee to improve his/her conduct to an acceptable standard.
- iii. that further offences will result in more serious disciplinary action; and
- iv. the employee's right of appeal.

5.2 A first Written Warning will normally remain in force for 6 months.

5.3 The First Written Warning stage of the procedure may be omitted if the offence is of a sufficiently serious nature.

6 Final Written Warning

6.1 If further misconduct occurs within the time period specified in a First Written Warning, or if the misconduct is sufficiently serious the employee will be given a Final Written Warning. A Final Written Warning will be issued by the Clerk / Harlington Manager and will set out:

- i. the nature of the offence and the improvement required (if appropriate) and over what period;
- ii. the likely consequences of any further offence or a failure by the employee to improve his/her conduct to an acceptable standard;
- iii. that further offences will result in more serious disciplinary action up to and including dismissal; and
- iv. the employee's right of appeal.

6.2 Final Written Warnings may also be issued in circumstances where the misconduct does not amount to gross misconduct, but is sufficiently serious enough to warrant only one written warning.

6.3 A Final Written Warning will normally remain in force for 12 months.

7. Standard Council Disciplinary Procedure

- 7.1 In the case of further misconduct within the time period specified in any Final Written Warning or if the misconduct is sufficiently serious and the Establishment Committee deems it to be appropriate to contemplate the dismissal, demotion or suspension of the employee the following formal disciplinary procedure will be followed.
- 7.2 The Establishment Committee will establish a Disciplinary Committee of three members to investigate the alleged misconduct and will establish the facts surrounding the complaint as necessary, taking into account the statements of any available witnesses.
- 7.3. The Disciplinary Committee will set out in writing the alleged conduct or other circumstances which lead the Committee to contemplate dismissing the employee or taking disciplinary action against the employee and the basis for the allegation and will send the employee a copy of the statement inviting the employee to attend a disciplinary meeting to discuss the matter. The employee will be provided with a reasonable opportunity to consider his or her response to the information provided in the statement before attending the meeting. The employee must take all reasonable steps to attend the meeting.
- 7.4. Disciplinary meetings will normally be convened within 5 working days of the Disciplinary Committee sending the employee the written statement referred to in 7.3 above. The employee may be accompanied to any disciplinary meeting by a fellow employee or by a representative of a trade union.
- 7.5. If the time or date proposed for the meeting is inconvenient (either for the employee or for the employees companion should he or she wish to be accompanied to the meeting pursuant to 7.4 above) the employee may ask to postpone the meeting by up to 5 working days.
- 7.6. The meeting may be adjourned to allow matters raised during the course of the meeting to be investigated or time to consider their decision.
- 7.7. After the meeting the Disciplinary Committee will inform the employee of their decision and any applicable sanction within 5 working days. The meeting may be reconvened for this purpose. The decision will be confirmed to the employee in writing together with notice of the employee's right to appeal.
- 7.8. If the employee wishes to appeal against the decision he or she must notify the Establishment Committee chairman in writing within 5 days of receiving written notice of the decision.

8. Council Disciplinary Procedure for Use in Gross Misconduct

- 8.1. If an employee is accused of any Gross Misconduct he or she may be suspended from work on full pay pending the outcome of an investigation into the alleged offence(s). Such a period of suspension will not normally exceed 10 working days unless there are exceptional circumstances.

- 8.2. The Establishment Committee will establish a Disciplinary Committee of three members to investigate the matter and will establish the facts surrounding the complaint as necessary, taking into account the statements of any available witnesses. As part of that investigation the employee will be interviewed.
- 8.3. If the Disciplinary Committee believes the employee is guilty of gross misconduct his or her employment will be terminated summarily without notice or pay in lieu of notice.
- 8.4. The Disciplinary Committee will send the employee a statement, setting out the allegations of misconduct that led to the employee's dismissal and the basis for thinking that the employee is guilty of that misconduct. The date on which the employment terminated will be confirmed to the employee and the employee may be reminded of any continuing obligations he or she may have following the termination of employment. This statement will also explain the employee's right to appeal against the Committee's decision.
- 8.5. If the employee wishes to appeal against the Disciplinary Committee's decision he or she must notify the council in writing within 5 working days of receiving notice of the decision pursuant to 8.5 above.

9. **DISCIPLINARY APPEALS PROCEDURE**

- 9.1 If the employee appeals against any disciplinary decision pursuant to 4.1.2 , 5.1(iv), 6.1(iv),7.8 or 8.5 above, the Establishment Committee will instigate a Disciplinary Appeal Panel comprising three members of the Establishment Committee, not previously involved in any earlier investigations on the same disciplinary matter. Should there be insufficient independent members of the Establishment Committee, the Chairman of the Establishment Committee will invite members of the Council who have had no previous involvement in the same matter, to join the Appeal Panel. The chairman of the Appeal Panel will invite the employee to attend a disciplinary appeal meeting. The employee must take all reasonable steps to attend the meeting. The employee has the right to be accompanied to a disciplinary appeal meeting by a fellow employee or by a representative of a trade union.
- 9.2. Any disciplinary appeal meeting will normally be convened within 10 working days of the Establishment Committee receiving notice from the employee that he or she wishes to appeal. If the date of the meeting is inconvenient for the employee or his or her companion the employee may ask to postpone the meeting by up to 5 working days.
 - i. Any new evidence that the employee wishes to put forward will be considered as will any new evidence discovered by the Panel. The original disciplinary penalty will be reviewed.
 - ii. The disciplinary sanction originally imposed cannot be increased upon appeal.
 - iii. The disciplinary appeal meeting will not necessarily take place before any disciplinary sanction takes effect. If the employee's appeal is against

dismissal and the appeal is successful he or she will be reinstated and continuity of employment will be preserved.

- iv. The meeting may be adjourned to allow matters raised during the course of the meeting to be investigated, or to afford the Appeal Panel time to consider its decision.

- 9.3. After the conclusion of the disciplinary appeal meeting the employee will be informed, in writing, of the Panel's final decision within 5 working days.



Disciplinary Policy

Policy and Finance Approved: April 2015
Last Reviewed: October 2024
Due for Next Review: October 2027

1. Policy

1.1 The Council aims to ensure that there will be a fair and consistent approach to the enforcement of standards of conduct and performance in the Council. This policy is designed to help and encourage all employees to achieve and maintain standards of conduct, attendance, and job performance. The Disciplinary Procedure sets out the action that will be taken when disciplinary rules are breached.

1.2 Matters which may be dealt with under this policy include discipline and dismissal for the following reasons (please note that this list is not exhaustive):

- Misconduct.
- Sub-standard performance.
- Harassment or victimisation.
- Misuse of council facilities, including computer facilities (e.g. email and internet).
- Poor timekeeping
- Unauthorised absence

2. Principles

- Informal action will be offered, where appropriate, to resolve problems.
- No disciplinary action will be taken against an employee until the case has been fully investigated and a disciplinary hearing has taken place.
- For formal action the employee will be advised in writing of the nature of the complaint against them and will be given the opportunity to state their case before any decision is made.
- Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of meetings.
- At all stages of the procedure the employee will have the right to be accompanied by a trade union representative or work colleague.
- Any mitigating circumstances will be taken into account when reaching decisions on appropriate disciplinary penalties.
- No employee will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.
- An employee will have the right to appeal against any discipline imposed.
- The procedure may be implemented at any stage if the employee's alleged misconduct warrants such action.



Disciplinary Procedure

Policy and Finance Approved: April 2015
Last Reviewed: October 2024
Due for Next Review: October 2027

1. Procedure

1.1 Informal stage

Minor faults will be dealt with informally. Where the matter is more serious the following procedure will be used.

1.2 Stage 1

This will normally be either:

An improvement note for unsatisfactory performance if performance does not meet acceptable standards.

This will set out the performance problem, the improvement that is required, the timescale, any help that may be given and the right of appeal. The employee will be advised that it constitutes the first stage of the formal procedure. A record of the improvement note will be kept for six months but will then be considered spent – subject to achieving and sustaining satisfactory performance.

Or

A first warning for misconduct if conduct does not meet acceptable standards. This will be in writing and set out the nature of the misconduct and the change in behaviour required and the right of appeal. The warning will also inform the employee that a final written warning may be considered if there is no sustained satisfactory improvement or change. A record of the warning will be kept, but it will be disregarded for disciplinary purposes after six months.

1.3 Final written warning

If the offence is sufficiently serious, or if there is further misconduct or a failure to improve performance to the prescribed standard during the currency of a prior warning, a final written warning may be given to the employee. This will give details of the complaint, the improvement required and the timescale. It will also warn that a failure to improve may lead to dismissal (or some other action short of dismissal) and will advise of the right of appeal. A

copy of this written warning will be kept but will be disregarded for disciplinary purposes after 12 months subject to achieving and sustaining satisfactory conduct or performance. In exceptional cases the period may be longer.

2. Dismissal or other sanction

If there is still further misconduct or failure to improve performance to the prescribed standards the final step in the procedure may be dismissal or some other action short of dismissal such as demotion or disciplinary suspension or transfer (as allowed in the contract of employment). The employee will be provided, as soon as reasonably practicable, with written reasons for dismissal the date on which the employment will terminate (in accordance with the employee's notice entitlement) and will be notified of their right to appeal.

If some sanction short of dismissal is imposed, the employee will receive details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, and will be advised of the right of appeal. A copy of the written warning will be kept but will be disregarded for disciplinary purposes after twelve months subject to achievement and sustainment of satisfactory conduct or performance.

3. Examples of misconduct

Misconduct is employee behaviour that can lead to the employer taking disciplinary action. The following list contains some examples of misconduct. This list is not to be regarded as exclusive or exhaustive:

- unauthorised absence;
- poor timekeeping;
- unsatisfactory work performance (either repeated instances of poor work or one piece of very poor work);
- not working co-operatively and positively as a member of a team;
- failure to preserve the dignity, respect and privacy of others or behaviour that would breach the harmony in the workplace;
- breach of confidentiality – to an extent short of that specified under the relevant example given for Gross Misconduct;
- misuse of the Council's resources and facilities including telephone, email and internet;
- inappropriate behaviour;
- failure to follow reasonable instructions;
- breach of health and safety rules;
- impropriety or disorderly conduct whether within or outside working hours which the Council reasonably considers to be detrimental to the Council;
- failure to disclose a personal interest;
- unsatisfactory manner or/and appearance;
- any act or omission which, after investigation and due consideration to the individual circumstances is believed to amount to misconduct.

4. Gross misconduct

Gross misconduct is misconduct that is so serious that it is likely to lead to dismissal without notice. The following list contains some examples of gross misconduct. This list is not to be regarded as exclusive or exhaustive.

- intentionally making false statements when incidents or accidents are being investigated, or when applying for employment or in connection with medical examination;
- bullying, discrimination and/or harassment;
- incapacity at work because of alcohol or drugs;
- violent behaviour;
- fraud or theft;
- gross negligence;
- gross insubordination;
- serious breaches of health and safety rules;
- serious and deliberate damage to property;
- use of the internet or email to access pornographic, obscene or offensive material;
- disclosure of confidential information;
- impropriety or disorderly conduct whether within or outside working hours which the Council
- reasonably considers to bring or potentially bring the Council into disrepute;
- failure to disclose a personal interest;
- unsatisfactory manner or/and appearance;
- any act or omission which, after investigation and due consideration to the individual circumstances is believed to amount to gross misconduct.

If the employee is accused of gross misconduct, the Council may suspend the employee from work with pay while it investigates the alleged offence. This will be as brief as possible, normally for no more than five working days, and the Council will explain its reasons in writing. The employee shall not attend their place of work during suspension, other than for the purpose of attending disciplinary proceedings, including investigatory interviews. The employee shall not contact any other employees or contacts of the Council, except the employees' companion, without the Councils consent.

If, on completion of the investigation and the full disciplinary procedure, the Council is satisfied that gross misconduct has occurred, the result will normally be summary dismissal, i.e. dismissal without notice or pay in lieu of notice.

5. Examples of unsatisfactory work performance

The following list contains some examples of unsatisfactory work performance:

- inadequate application of office procedures;
- inadequate IT skills;
- unsatisfactory management of staff;
- unsatisfactory communication skills.

6. Disciplinary investigations

Necessary investigations of potential disciplinary matters will be carried out without unreasonable delays. The nature and extent of the investigations will depend upon the seriousness of the matter and the more serious it is then the more thorough the investigation will be. This may entail carrying out interviews with the employee concerned and third parties such as witnesses, colleagues, and managers, as well as analysing written records and information. It may also involve a search of the employees' person and/or property. The identity of witness will be kept confidential where necessary.

It will not always be necessary to hold an investigatory meeting. If a meeting is held, the employee will be given advance warning and time to prepare.

Investigations are intended to establish the facts.

The investigation report will be made available to all the parties concerned. The investigator's report will contain recommendations and the findings on which they were based. The investigator will recommend either:

- the employee has no case to answer and there should be no further action under the Council's disciplinary procedure;
- the matter is not serious enough to justify further use of the disciplinary procedure and can be dealt with informally or;
- the employee has a case to answer and the matter should proceed to the Council's disciplinary procedure.

Where an employee is called to attend an investigatory interview, it will be made clear that this is not a disciplinary hearing.

Where practicable, different people should carry out the investigations and the disciplinary hearing.

6.1 Investigations against the Executive Officer

Where investigations are carried out against the Executive Officer, the Chairman of the Establishment Committee will appoint an investigator who will be responsible for undertaking the investigation – a fact-finding exercise to collect all relevant information. The investigator will be independent and will normally be a councillor. If the Chairman of the Establishment Committee considers that there are no councillors who are independent (for example, because they all have direct involvement in the allegations about the employee), it will appoint someone from outside the Council. The investigator will be appointed as soon as possible after the allegations have been made. The Chairman of the Establishment Committee will inform the investigator of the terms of reference of the investigation. The terms of reference should deal with the following:

- what the investigation is required to examine;
- whether a recommendation is required;
- how the findings should be presented, for example, an investigator will often be required to
- present the findings in the form of a report;
- who the findings should be reported to (normally the Chair of the Staffing Committee) and who to contact for further direction if unexpected issues arise or advice is needed.

The investigator will submit the report to the Chairman of the Establishment Committee, who will present the report to the Establishment Committee without delay. The Establishment Committee will decide whether further action is to be taken.

7. Disciplinary hearing

An employee will be invited in writing, to a disciplinary hearing once the investigations are complete. The employee will be informed of the nature of the allegations that are to be addressed.

Disciplinary hearings will consider the outcome of the investigation, together with the employee's representations and any other matters or further investigations it wishes to conduct before deciding whether to issue a warning or dismissal.

The disciplinary hearing will be conducted by members of the Councils Disciplinary Panel. The Establishment Committee will establish a Disciplinary Committee.

8. Disciplinary Action

If the Disciplinary Hearing Panel decides that there should be disciplinary action, it may be any of the following:

8.1 First written warning

A first warning is issued for most first instances of misconduct. The Council will notify the employee:

- of the reason for the warning, the improvement required (if appropriate) and the time period for improvement;
- that further misconduct/failure to improve will result in more serious disciplinary action;
- the employee's right to appeal;
- that a note confirming the oral warning will be placed on the employee's personnel file, that a copy will be provided to the employee and that the warning will remain in force a period of time, usually for six months.

8.2 Final written warning

If there is further misconduct during the period of a written warning or if the misconduct is sufficiently serious, the employee will be given a final written warning. A final written warning will set out:

- the reason for the final written warning, the improvement required (if appropriate) and the time period for improvement;
- that further misconduct/failure to improve will result in more serious disciplinary action up to and including dismissal;
- the employee's right of appeal;
- that the letter confirming the final written warning will be placed on the employee's personnel file, and that the warning will remain in force for 18 months.

8.3 Dismissal

The Council may dismiss:

- for gross misconduct;
- if there is no improvement within the specified time period in the conduct which has been the subject of a final written warning;
- if another instance of misconduct has occurred and a final written warning has already been issued and remains in force.

The Council will consider very carefully a decision to dismiss. If an employee is dismissed, they will receive a written statement of the reasons for their dismissal, the date on which the employment will end and details of their right of appeal.

If the Council decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file. Action imposed as a result of the disciplinary meeting will remain in force unless and until it is modified as a result of an appeal.

9. Appeals

- 9.1 An employee who wishes to appeal against a disciplinary decision must do so within five working days. The Establishment Committee will instigate an Appeal Panel comprising three members of the Establishment Committee, not previously involved in any earlier investigations on the same disciplinary matter. Should there be insufficient independent members of the Establishment Committee, the Chairman of the Establishment Committee will invite members of the Council who have had no previous involvement in the same matter, to join the Appeal Panel. Members of the Appeals Panel will hear all appeals and their decision is final. At the appeal any disciplinary penalty imposed will be reviewed.
- 9.2 If the employee wishes to appeal against a disciplinary decision, they must do so through the Appeals Panel within five working days of the receipt of the disciplinary letter, The appeal should be made in writing, stating the ground(s) on which the disciplinary penalty should be reviewed.
- 9.3 Members of the Appeals Panel will hear the appeal. In the rare circumstances where this is not possible, alternative arrangements will be agreed with the employee and their companion.
- 9.4 The appeals hearing will be normally held within 10 working days of receipt of the letter. The decision of the Appeals Panel shall be final.

10. Appeals hearing

- 10.1 At the appeals hearing, the employee will be given opportunity to state the ground(s) on which the appeal is made. The Disciplinary Panel who took the original decision will then have the opportunity to explain their decision to impose the given penalty. The members of the Appeals Panel conducting the appeal may exercise discretion as to whether or not the two parties will be present together during the proceedings. The hearing will be adjourned when all the evidence has been heard. The members of the Appeals Panel conduct the appeal will consider the merits of the appeal, in private, before reaching a decision.
- 10.2 The members of the Appeals Panel will, whenever possible, verbally inform the employee of the decision reached and confirm this in writing no later than five working days after the hearing.
- 10.3 The members of the Appeals Panel have the authority to quash or reduce a disciplinary penalty or, in exceptional and appropriate circumstances, to increase it, in accordance with the penalties specified in the Councils disciplinary procedure.
- 10.4 An appeal hearing is intended to focus on specific factors that the employee feels have received insufficient consideration such as:

- An inconsistent/inappropriate harsh penalty
- Extenuating circumstances
- Bias of the disciplining manager
- Unfairness of the hearing
- New evidence subsequently coming to light.

10.5 Where an appeal against dismissal fails, the effective date of termination shall be the date on which the employee was originally dismissed.

Notes

1. Employees will receive a written invitation to all disciplinary meetings.
2. Outcomes of formal meetings will be confirmed to the employee in writing.
3. The timescales listed above will be adhered to wherever possible. Each party can request an extension of the permitted timescale, however, where there are good reasons.
4. The Council reserves the right to seek assistance from external facilitators at any stage in the disciplinary procedure, in the interests of seeking a satisfactory outcome for all those concerned.
5. For employees during their first year of employment, the Council reserves the right to speed up the decision-making process and may choose to follow a shortened version of the above procedure.
6. The grievance procedure should not be used for appeals against disciplinary decisions. That is the purpose of the disciplinary appeals procedure. If, however, the employee has a complaint against the behaviour of a manager during a disciplinary case, they may raise it as a grievance with a senior manager. If necessary, the disciplinary procedure may be suspended for a short period until the grievance can be considered. Another manager may be brought in to deal with the disciplinary case.

11. Abuse of this policy

Any abuse in the application of this procedure will be dealt with in accordance with the Council's Disciplinary Policy and Procedure and may possibly result in disciplinary action being taken, up to and including dismissal.

12. Data Protection

The Council processes personal data collected during the investigation stage and any subsequent stages of disciplinary action in accordance with its Data Protection Policy. In particular, data collected as part of the investigation stage and any subsequent stages of disciplinary action is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the disciplinary procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under this disciplinary procedure.

12. Alterations and amendments to this policy

This procedure does not form part of an employee's contract of employment. The Council reserves the right to amend or withdraw this Procedure at its absolute discretion, in accordance with the needs of the council.



Equality and Diversity Policy

Full Council Approved: October 2018
Reviewed: October 2024
Due for next Review: October 2027

1. Introduction

- 1.1 Fleet Town Council is committed to promoting equality and diversity among its workforce and eliminating unlawful discrimination.
- 1.2 The aim is for the workforce to be truly representative of all sections of society, and for each employee to feel respected and able to give their best.
- 1.3 The organisation is committed to no unlawful discrimination of any section of society occurring.

2. Scope

The policy's purpose is to:

- provide equality, fairness and respect for all our employees, whether temporary, part-time or full-time.
- not unlawfully discriminate against the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation.
- oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.

3 The Fleet Town Council is committed to:

- ensuring equality and diversity in the workplace.
- creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.

4 Responsibilities

- 4.1 Fleet Town Council is committed to training employees about their rights and responsibilities under the Equality Act 2010.

- 4.2 All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, suppliers and the public.
- 4.3 Managers and staff should take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others during the organisation's work activities. Such acts will be dealt with as misconduct under the organisation's grievance and/or disciplinary procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice. Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.
- 4.4 Fleet Town Council will make opportunities for training, development and progress within their role available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.
- 4.5 Fleet Town Council will review employment practices and procedures when necessary to ensure fairness and update them and the policy to take into account changes in the law.

Job	Training	Provider	Booked	Completed	Cost
Admin Manager	Everything you need to know about BLIP	Bright HR		29/07/2024	£ -
Admin Manager	Getting started with Bright HR	Bright HR		29/07/2024	£ -
Admin Manager	Making the most of rotas on Bright HR	Bright HR		29/07/2024	£ -
Admin Manager	Mental Health Awareness	Bright Safe		29/07/2024	£ -
Admin Manager	First Aid 1 Day	British Red Cross		23/10/2024	£ -
Admin Officer	Agendas and Minutes Training	SLCC		23/07/2024	£ 70
Admin Officer	First Aid 1 Day	British Red Cross		23/10/2024	£ -
Ancells Manager	Fire Safety Awareness	Bright Safe	16/01/2024		£ -
Ancells Manager	GDPR	Bright HR	27/11/2023		£ -
Ancells Manager	Hazardous Substances (COSHH)	Bright Safe	16/01/2024		£ -
Ancells Manager	Legionella awareness	Bright Safe	16/01/2024		£ -
Ancells Manager	Lone working	Bright Safe	16/01/2024		£ -
Ancells Manager	Manual Handling Awareness	Bright Safe	16/01/2024		£ -
Box Office	Mental Health Awareness	Bright HR		30/07/2024	£ -
Comms Officer	Linking Website to Social Media	SLCC		18/06/2024	£ 35
Duty Manager	Asbestos awareness	Bright Safe		12/07/2024	£ -
Duty Manager	Legionella awareness	Bright Safe		18/07/2024	£ -
Duty Manager	Mental Health Awareness	Bright HR		29/07/2024	£ -
Duty Manager	Asbestos awareness	Bright Safe	05/01/2024		£ -
Duty Manager	Legionella awareness	Bright Safe	17/01/2024		£ -
Executive Officer	Asbestos awareness	Bright Safe		09/07/2024	£ -
Executive Officer	Driving for business	Bright Safe		09/07/2024	£ -
Executive Officer	Handling violence and aggression	Bright Safe		09/07/2024	£ -
Executive Officer	Health and safety awareness	Bright Safe		09/07/2024	£ -
Executive Officer	Health and safety responsibilities	Bright Safe		09/07/2024	£ -
Executive Officer	Legionella awareness	Bright Safe		09/07/2024	£ -
Executive Officer	Manual Handling awareness	Bright Safe		09/07/2024	£ -
Executive Officer	Preparing method statements	Bright Safe		09/07/2024	£ -
Executive Officer	Selling & serving alcohol awareness	Bright Safe		09/07/2024	£ -
Executive Officer	Fire resistance in buildings	Bright Safe		10/07/2024	£ -
Executive Officer	Fire safety awareness and warden duties	Bright Safe		10/07/2024	£ -
Executive Officer	Hazardous substances	Bright Safe		10/07/2024	£ -
Executive Officer	Lone working	Bright Safe		10/07/2024	£ -
Executive Officer	Noise awareness	Bright Safe		10/07/2024	£ -
Executive Officer	Risk Assessments	Bright Safe		10/07/2024	£ -
Executive Officer	New Clerks Training	SLCC		30/09/2024	£ 20
Facilities and Open Spaces Manager	Fire Safety Awareness	Bright Safe	12/12/2023		£ -
Facilities and Open Spaces Manager	Legionella awareness	Bright Safe	12/12/2023		£ -
Facilities and Open Spaces Manager	Mental Health Awareness	Bright Safe	29/07/2024		£ -
General Manager	Hazardous Substances (COSHH)	Bright Safe	05/01/2024		£ -
General Manager	Selling & serving alcohol awareness	Bright Safe	19/04/2024		£ -
General Manager	Stress Awareness for employers	Bright Safe	17/01/2024		£ -
Marketing Manager	Mental Health Awareness	Bright HR		29/07/2024	£ -
Projects Officer	First Aid 1 Day	British Red Cross		23/10/2024	£ -
Senior Duty Manager	Mental Health Awareness	Bright HR		29/07/2024	£ -
Senior Duty Manager	Alcohol Licence			08/09/2024	£ 158
Technical Manager	Fire safety awareness and warden duties	Bright HR		05/08/2024	£ -