

Committee(s):	Date:
Board of Governors of the City of London Freemen's School	29 November 2016
Board of Governors of the City of London School for Girls	2 December 2016
Board of Governors of the City of London School	7 December 2016
Subject: New Managing People Policy and revised Disciplinary and Grievance Procedures	Public
Report of: Director of Human Resources	For Decision
Report author: Tracey Jansen, Town Clerk's Department (HR)	

Summary

To update the Committee on the new approach taken to review the HR policies and procedures for teaching staff. In particular the report introduces the Managing People overarching Policy which sets out the standards expected of teachers, Senior Leadership Teams and Head Teachers in relation to people management issues. The new approach emphasises the importance of taking action informally and swiftly before matters escalate. The Policy clarifies the appropriate level of management for taking action at different stages in the associated procedures. The overall approach is one of collaboration and resolution as opposed to an adversarial approach at both the informal and formal stages of the procedures. As part of the new approach, disciplinary and grievance Procedures have been reviewed and are attached for the Committee's approval.

Recommendation(s)

The Committee is asked to approve:

- i. the Managing People Policy (Appendix 1);
- ii. the Disciplinary Procedure (Appendix 2) and;
- iii. the Grievance Procedure (Appendix 3).

Main Report

Background

1. Over the last year corporate HR in conjunction with the schools' own HR officers and senior leadership teams, have reviewed, updated and launched the revised Teachers Guide.
2. Following consultation with the head teachers, the schools' HR community, legal, and the staff side and common rooms, revised disciplinary and grievance procedures have been developed for teaching staff. These are based on the

revised procedures that have been in place for all non-teaching staff for almost 2 years and have been commended by managers and trade unions alike.

3. The new approach is to have an overarching policy statement (the new Managing People Policy) to set out the policy, intent, standards and responsibilities of the various parties. The procedures are based on the ACAS (Advisory, Conciliation and Arbitration Service) Code of Practice and current best practice. The specific procedures in relation to disciplinary, grievance, sickness management, capability and probation will sit underneath the headline Managing People Policy.
4. The main aim of the review of the procedures in response to consultation has been to streamline simplify and standardise the procedures so that they are easy to follow keeping information that is more appropriate for guidance and training separate to the standards expected and procedural stages.

Current Position

5. Whilst formal procedures for the resolution of issues are of course necessary and appropriate for the resolution of disciplinary and grievance matters, there is a tendency to turn to them when matters could be dealt with more informally and often at a much earlier stage. At the three City schools there has been little need to turn to the formal procedures with most issues being resolved at the local level. There has only been one Member level disciplinary committee convened in the last three years to hear an appeal against dismissal. Whilst it is proposed that the Disciplinary Committee will still consider appeals against dismissal, the main activity will be contained within the school environment making better use of the senior management to support the head. This brings the teachers' formal procedures in line with non-teaching staff and better supports a collaborative and solution based approach. The proposed revised disciplinary and grievance procedures emphasise the importance of early intervention and action. Both the revised grievance and disciplinary procedures are of a collaborative and resolution based approach. The main highlights of the new procedures are:

Disciplinary Procedure

- Clarifies the use of the informal stage and warnings;
- Clarifies the role and remit of the investigating officer;
- Following the formal investigation and by agreement, includes ability to award penalties without a hearing where a warning is the maximum penalty. Potential dismissal cases will always require a full hearing.
- Members of the Senior Management Team (SMT) / Senior Leadership Team (SLT) and not just the Head are now able to preside over Disciplinary Hearings including dismissals up to and including SMT / SLT levels.
- Appeals against warnings issued to teachers up to and including SMT / SLT levels can now be heard by the Head or Deputy Head.
- Appeals against dismissal up to including SMT/ SLT level will either be heard by the Head and Director of Human Resources or their representative or the Teachers' Disciplinary Committee.
- Appeals against dismissal for Deputy Head levels will be heard by the Teachers' Disciplinary Committee.

- Includes provision to have appeals as a paper review without the attendance of parties.

Grievance Procedure

- Emphasises use of informal resolution and mediation as the preferred route.
- Focus on what the employee is expecting by way of resolving their grievance as opposed to turning immediately to formal investigation.

Implementation

6. The intention is for the Managing People Policy and grievance and disciplinary procedures to be implemented on 1 January 2017. There are currently no formal live cases that would be affected by the change to the new policy and procedures.

Corporate & Strategic Implications

7. The proposals support the corporate values of Lead, Empower & Trust and enable the head teachers and their senior management teams to deal with staff complaints and matters of conduct matter swiftly at the local level.

Implications

8. Legal requirements have been incorporated in the revised procedures.

Conclusion

9. The review of these key procedures support the principles of streamline simplify and standardisation of our approach to managing people and our related policies and procedures. It aligns the teachers' disciplinary procedure to all non-teaching staff. The responsibility of managers to resolve their people management issues is made clear and complements the values Lead Empower and Trust.
10. Dealing with people management issues efficiently and consistently across departments has a number of benefits. It improves general leadership and management skills, sets a good example for staff, can improve motivation of staff, and frees up the manager's time to deliver the high quality service provision expected of them.

Appendices

- Appendix 1 – new Managing People Policy
- Appendix 2 - revised Disciplinary Procedure
- Appendix 3 – revised Grievance Procedure

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