

Committee(s): Corporate Services Committee – For decision	Dated: 27/11/2024
Subject: Employment Rights Bill Update and HR Policy Framework	Public Report: For decision
This proposal: <ul style="list-style-type: none"> • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
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Summary

On 10 October 2024, the Government published Employment Rights Bill 2024. The Bill introduced several proposed employment reforms which are subject to consultation and are expected to take effect no earlier than 2026. The Bill is likely to impact 16 of the City of London Corporation’s 71 HR policies.

As part of the People Strategy 2024-2029, the City Corporation has committed to undertaking a comprehensive compliance and risk management audit of all HR policies. The Employee Handbook has not been reviewed in its entirety in over 20 years. This report details the current state of the Employee Handbook and the work required over the next 12 to 18 months to bring the handbook up to date. This paper was presented the City Corporation’s Senior Leadership Team in October 2024 and the comprehensive review of the Employee Handbook was supported.

Due to the volume of policies requiring review over the next 18 months, this report requests Delegated Authority be given to the Town Clerk and Chief Executive in consultation with the Chair and Deputy Chair of Corporate Services Committee, to consider and approve changes to HR Policies.

Recommendation

Members are asked to asked to:

- Note the proposed reforms in the Employment Rights Bill 2024
- Approve the proposed review of the City Corporation Employee Handbook

- Approve that Delegated Authority be given to the Town Clerk and Chief Executive in consultation with the Chair and Deputy Chair of Corporate Services Committee, to consider and approve changes to HR Policies and report back to the Committee in line with People Strategy reporting.

Main Report

Background

1. The Government has published the Employment Rights Bill 2024 which introduces proposed employment reforms which are subject to consultation and are not expected to take effect any earlier than 2026. The Bill is likely to impact 16 of the City Corporation's HR policies. The timing of these changes will align with the planned review of the Employee Handbook.
2. There is a significant need to update the Employee Handbook and ensure that the City Corporation's policies are up to date and in line with recent legislative and regulatory changes, whilst also reflecting internal and external changes at the City Corporation. The City Corporation has committed to undertaking a comprehensive compliance and risk management audit as part of the People Strategy which will allow for an increased focus on supporting managers and employees to work together more efficiently. The last comprehensive review of the Employee Handbook was undertaken over 20 years ago.
3. The City Corporation's Ambition 25 project is likely to impact 17 HR policies, predominantly relating to allowances, salary scales and grading, and annual leave provisions. The HR Policy team will work closely with the Ambition 25 team and ensure ongoing engagement.
4. Considering the upcoming legislative changes, the Ambition 25 project and the length of time since the last comprehensive review, it is imperative that all policies contained in the Employee Handbook are reviewed over the next 12 to 18 months. This will ensure compliance, streamlining of the Employee Handbook and the introduction of toolkits and guides to reduce employee relations cases.

Employment Rights Bill

5. The Employment Rights Bill was published on Thursday 10 October alongside a 'Next Steps' paper outlining future reforms.
6. The changes proposed as part of the Employment Rights Bill will predominantly impact policies related to probation and family leave entitlements. Key changes to note are outlined below:
 - **Unfair Dismissal and Probation** - Unfair dismissal protection will become a day one right, with the Government proposing a statutory probation period of nine months.

- **Flexible Working** - Employers will only be able to refuse an application if it “reasonable” to do so and will need to explain why they consider it reasonable to refuse the application. The eight statutory reasons for refusal will remain the same.
- **Zero Hours Workers (Casuals)** - Employers may be obliged to offer guaranteed hours to zero-hours workers and workers on "low" guaranteed hours who regularly work more than those hours. These should reflect the hours someone regularly works over a reference period. Employers will be required to give to reasonable notice if they are required to work a shift, or if a shift is cancelled or changed.
- **Family related leave** - Several reforms have been introduced regarding family leave including bereavement leave, carers' leave, parental leave, paternity leave and termination after statutory family leave.
- **Equality (Race and Disability) Bill** - Will provide for the full right to equal pay for ethnic minorities and disabled people and is expected to introduce mandatory ethnicity and disability pay reporting.
- **Equality Action Plans** - Large organisations will be required to develop, publish and implement equality action plans with regard to prescribed matters related to gender equality; this will include gender pay gaps and supporting employees going through menopause.
- **Sexual Harassment:** The new statutory duty on employers to take 'reasonable steps' to prevent sexual harassment will be strengthened to a duty to take all reasonable steps. This is likely to include carrying out risk assessments, having clear anti-harassment policies and having clear procedures for the reporting of sexual harassment and handling of complaints. Employers will be liable if a third party harasses an employee during the course of employment.

A more detailed summary of proposed changes is provided at [Appendix 1](#).

Current Position – HR Policies

7. The City Corporation Employee Handbook contains 71 individual policies, and a total of approximately 150 documents, inclusive of forms and appendices. Almost all policies are past their review periods, several policies have been flagged for deletion as they have been made redundant, and others require consolidation into existing policies.
8. Many of the City Corporation’s policies have not kept up with changes to modern employment practices and lack a robust link to ACAS Codes of Practice and guidance. This increases the City Corporation’s risk of cases being taken to Employment Tribunal due to non-compliance.

Future Position

9. The City Corporation has committed to undertaking a comprehensive compliance and risk management audit of all HR policies.

10. As outlined in the City Corporation's People Strategy, the aim of this work is to ensure that *"Our policies, processes and practices will be fully legally compliant and simple to use and understand. They will support managers and employees to work together easily and efficiently, giving them the tools to deliver their work well."*
11. To achieve this, the HR Policy Team is beginning to draft revised policies that align to ACAS guidance, ensuring the City Corporation is legally compliant and operating in line with modern employment practices. Where ACAS Codes of Practice apply, such as disciplinary and grievance processes, the City Corporation will mirror the ACAS codes to ensure the utmost legal compliance.
12. Of the City Corporation's policies, 41 policies have guidance available from ACAS which will be used to review all policies and processes.
13. A Governance Framework is attached at [Appendix 2](#) which outlines:
 - Engagement with the recognised Trade Unions, Senior Employee Representatives, EEDI Team, Staff Networks, City Corporation Institutions
 - Accessibility of all documents in the Employee Handbook, ensuring that all colleagues at the City Corporation have equal access to the Employee Handbook.
 - A connected approach with HR Teams, including Learning and Organisational Development, Systems and Management Information, Operations and HR Business Partnering.
 - Engagement with key projects including Ambition 25 and the introduction of ERP.
14. The framework is a draft which will be further developed with key stakeholders as the policy review process gets underway.
15. It is proposed that a HR Policy Review Group will be convened which will involve stakeholders from EEDI, Trade Unions and Senior Representatives, Institutions, relevant HR teams, and Staff Networks where appropriate. This group will contribute to finalising the framework and act as the foundation for the review of the Employee Handbook.

Prioritisation

16. After analysis of the current Employee Handbook and initial engagement with stakeholders across the City Corporation, People and HR have identified the five priority policies to be reviewed:
 - Probation Procedure
 - Disciplinary Procedure
 - Grievance (Complaint) Procedure
 - Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
 - Family Leave Policy (consolidation of Maternity, Paternity, Parental, Adoption, Shared Parental, Special Leave and Time Off)

17. These policies have been identified as the highest priority as they directly impact employee relations and case management, organisational compliance, legal risk and employee wellbeing.
18. These policies are the most significantly impacted by the Employment Rights Bill and require review and update as early as possible prior to the Bill's implementation.
19. Alongside the high priority policies, the City Corporation will begin working with the relevant departments and institutions on policies which have been escalated for review due to recent legislative changes, business need or strategic priorities. These include:
 - Substance Misuse and Alcohol Testing Policy
 - Domestic Abuse and Stalking Policy
 - Whistleblowing / Speak Up Policy
 - Bullying, Harassment and Sexual Harassment Policy
 - Appeals Policy

Next Steps

20. Following approval from Corporate Services Committee, the HR Policy team will begin progression of the initial policies for review, in order of priority.
21. A RACI (Responsible, Accountable, Consulted, Informed) matrix has been developed to guide the policy review process for each of the 71 policies requiring review.
 - People and HR are responsible and accountable for 47 policies contained within the Employee Handbook and will lead on the review of these policies
 - Other City Corporation departments are accountable for 24 policies contained within the Employee Handbook and will lead on the changes as the subject matter experts in conjunction with the HR Policy Team.
22. Taking into account the significant engagement and consultation required during the policy review process, and the introduction of the Employment Rights Bill, it is anticipated that the project will be completed within 18 months from approval by committee.
23. A policy review period of a maximum of 3 years will be implemented to ensure that our policies remain up to date and compliant. In instances where there are legislative changes or internal requirements, reviews will be undertaken as required.

Corporate & Strategic Implications

Strategic implications – The comprehensive review of HR policies covers two key activities in the City Corporation's People Strategy under Building Brilliant Basics. As outlined in the People Strategy, this work places focus on policies that have the

greatest impact on managers and employees, undertaking work on those prioritised as most urgent in year one.

Financial implications – None

Resource implications – None

Legal implications – The review of HR policies will ensure that the City Corporation is meeting its legal and legislative obligations to all employees.

Risk implications – None

Equalities implications – The review of HR policies will focus on embedding EEDI principles and work closely with Staff Networks to demonstrate that the City Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace.

Climate implications – None

Security implications – None

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Appendices

Appendix 1 – Employment Rights Bill 2024 Summary

Appendix 2 – Draft HR Policy Review Framework

Appendix 1: Proposed Employment Rights Bill Changes

Policy Area	Proposed Change
Zero Hour Contracts	<ul style="list-style-type: none"> Employers must offer those on zero-hour contracts a casual contract which reflects hours worked over a proposed 12-week reference period. Employers must give reasonable notice of any shift curtailed, cancelled, or moved.
Right to Request Flexible Working	<ul style="list-style-type: none"> Employers must state the grounds on which a flexible working request has been refused and why the refusal is reasonable. Employers will only be able to refuse an application if it “reasonable” to do so. The eight statutory reasons for refusal will remain the same.
Statutory Sick Pay	<ul style="list-style-type: none"> The lower earnings limit for statutory sick pay will be removed. The three-day waiting period for statutory sick pay will be removed.
Allocation of Tips Policies	<ul style="list-style-type: none"> Employers will be required to consult employees when tipping policies are revised or developed.
Family Leave	<ul style="list-style-type: none"> It will be unlawful to dismiss an employee who is pregnant/on maternity leave in the 6 months after their return. Similar protections will be introduced for those returning from adoption, shared parental, paternity, or bereavement leave. The qualifying period for paternity and parental leave will be removed, making it a day one right. A statutory right to bereavement leave for all employees will be introduced. Unpaid carers leave will be reviewed with the view to introduce paid carers leave.
Sexual Harassment	<ul style="list-style-type: none"> Employers must take <i>all</i> reasonable steps to prevent sexual harassment. Employers will be fully liable for third-party harassment if not <i>all</i> reasonable steps were taken to prevent it. Workers who report sexual harassment at work will be given the same protection as whistleblowers.
Unfair Dismissal	<ul style="list-style-type: none"> The two-year service eligibility criterion will be removed, making protection from unfair dismissal a day one right. The Government is proposing a statutory probation period of nine months.

Collective Redundancy Consultation	<ul style="list-style-type: none"> • Collective redundancy consultation will be triggered by the number of people impacted across the business rather than in one workplace.
Fire and Rehire	<ul style="list-style-type: none"> • Considered unfair dismissal if an employee is dismissed for not agreeing to the terms of a new contract (except in specific financial circumstances).
Equality Action plans	<ul style="list-style-type: none"> • Large organisations must develop and publish an action plan to address gender pay gaps and provide support for employees experiencing the menopause.
Trade Unions	<ul style="list-style-type: none"> • Employers must give all new employees a written statement of their right to join a trade union. • Trade unions will have the right to request access to workplaces to conduct meetings, recruit, or organise workers. • Trade union recognition will be made easier by reducing application thresholds.
Right To Switch Off <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A code of practice will be introduced to prevent employees being contacted out of working hours without reasonable cause.
Surveillance/AI Technology <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • Consultation is expected on workplace surveillance technology. This is anticipated to address trade union consultation obligations.
TUPE <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A comprehensive examination of TUPE regulations and implementation will take place.
Single Employment Status <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • Consultation is expected on moving towards a single status of worker to differentiate between workers and the self-employed.
Equality (Race and Disability) Bill <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A bill will be launched to provide the full right to equal pay for ethnic minorities and disabled people. • This may include mandatory publication of pay reporting for ethnic minorities and disabled people.

HR Policy Review Framework

[DRAFT]

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Introduction

1. The City of London Corporation (City Corporation) is committed to meeting its legal obligations as an employer and is undertaking a comprehensive compliance and risk management audit of all HR policies.
2. The aim of this HR Policy Review Framework (the framework) is to ensure that our policies, processes and practices will be fully legally compliant and simple to use and understand. They will support managers and employees to work together easily and efficiently, giving them the tools to deliver their work well, in line with the City Corporation People Strategy.

3. HR Policy Documents bring together important information about employment within the City Corporation including:
 - Sets out the obligations and responsibilities for employees, line managers and the City Corporation;
 - Contains further details of contractual Terms and Conditions as summarised in the Statement of Particulars of Employment for employees; and
 - Contains policies, procedures, schemes and codes which are non-contractual, but discretionary and may be subject to change.
4. There is a significant need to update the Employee Handbook and ensure that the City Corporation's policies are up to date and in line with recent legislative and regulatory changes, whilst also reflecting internal and external changes.
5. This framework and process outlines how HR policies, procedures and guidance will be reviewed and updated to ensure they comply with statutory requirements and are in line with best practice.

Current Position

6. The City Corporation Employee Handbook contains 71 individual policies, and a total of approximately 150 documents, inclusive of forms and appendices. Almost all policies are past their review periods, several policies have been flagged for deletion as they have been made redundant, and others require consolidation into other existing policies.
7. Many of the City Corporation's policies have not kept up with changes to modern employment practices and lack a robust link to ACAS Codes of Practice and guidance. This increases the City Corporation's risk of cases being taken to Employment Tribunal due to non-compliance.

Prioritisation

High Priority Policies

8. After analysis of the current Employee Handbook and initial engagement with stakeholders across the City Corporation, People and HR have identified the five priority policies to be reviewed:
 - Probation Procedure
 - Disciplinary Procedure
 - Grievance (Complaint) Procedure

- Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
 - Family Leave Policy (consolidation of Maternity, Paternity, Parental, Adoption, Shared Parental, Special Leave and Time Off)
9. These policies have been identified as the highest priority as they directly impact employee relations and case management, organisational compliance, legal risk and employee wellbeing.
10. These policies are the most significantly impacted by the recently announced Employment Rights Bill and require review prior to the Bill's implementation. The policies identified above will be prioritised for review from December 2024 for completion and publication by March 2025.

Additional Priorities

11. Alongside the high priority policies, the HR Policy Team will begin working with the relevant departments and institutions on policies which have been escalated for review due to legislative changes or departmental priorities. These include:

- Substance Misuse and Alcohol Testing Policy
- Domestic Abuse and Stalking Policy
- Vehicle Telematics Policy
- Whistleblowing / Speak Up Policy
- Bullying, Harassment and Sexual Harassment Policy
- Appeals Policy

12. All the policies identified above will be prioritised for review from December 2024 for completion and publication by March 2025. If additional policies are identified for urgent review, these will be managed and prioritised appropriately as they arise.

Compliance and Policy Relevance

13. Policy reviews will focus on legal and legislative requirements of UK employment laws, including the Employment Rights Act 1996 and Equality Act 2010. Changes will be made in advance of the implementation of the Employment Rights Bill 2024. The Bill introduces reforms which are likely to impact 16 of the City Corporation's policies.

14. Several policies in the Employee Handbook are no longer relevant to the City Corporation. Where this is the case, those policies will be removed, moving toward our goal of a more streamlined Employee Handbook.

15. There are a number of policies in the handbook which are similar in nature and may cause confusion. As part of this review, the HR Policy team will examine the detail of

policies to ensure that there are no conflicts between policy documents, and other employment documents such as contracts or job descriptions.

Communication and Training

16. During the policy review processes, where applicable, the HR Policy Team will work with the Internal Communications Team and the Learning and Organisational Development Team. This will ensure that communications are tailored to the required audience, and that training is provided to ensure successful implementation of new policy requirements and updated processes.
17. The HR Policy Team will also continue to engage with Systems and Management Information, Operations and HR Business Partnering to ensure that processes and system reflect the updates being made.

Toolkits and Guidance

18. In order to ensure the policies and procedures contained in the Employee Handbook are accessible and can be effectively implemented, policies will be supplemented by 'toolkits'. It is anticipated that these toolkits will comprise of employer guides and manager guides, with specific processes and requirements clearly identified and articulated dependant on the policy.

Completing the Equality Impact Assessment (EQIA)

19. When a policy document is developed, it is a requirement that the potential impacts on the on the nine protected groups outlined in the Equality Act 2010, as well as the three additional characteristics recognised by the City Corporation are appropriately assessed.
20. An Equality Impact Assessment (EQIA) helps us to create equitable policies, practices, activities, service changes or procedures by encouraging effective analysis on how these may affect different groups or communities when implemented. It supports the Corporation in assessing whether the impacts are positive, negative, or unlikely to have an impact on each of the protected characteristic groups.
21. The equality duty requires completion of an EQIA when developing or reviewing a policy and needs to include focus on how that policy will apply to groups and individuals.
22. The City Corporation's Equality, Equity, Diversity and Inclusion (EEDI) team can provide guidance and support on the EQIA.

Consultation and Engagement

23. The HR Policy Manager is responsible for ensuring stakeholders are actively engaged and consulted as appropriate, in order to actively contribute to and provide feedback on the development or review of a policy document.
24. Consultation and engagement for HR policy documents must include as a minimum:
- EEDI Team and Staff Networks
 - Recognised Trade Unions and Senior Management Representatives
 - City Corporation Institutions
 - HR Business Partnering Teams
25. If the policy document has implications on the work of another department at the City Corporation, consultation and engagement should be undertaken with the relevant department. For example, matters with financial implications should involve consultation with Chamberlain's department.

Engagement with EEDI and Staff Networks

26. The City Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace. The City Corporation is therefore committed to ensuring meaningful consultation with the Staff Networks and the EEDI team.
27. To ensure appropriate engagement and a streamlined approach to feedback, the HR Policy Team will work closely with the EEDI team to ensure policy development and reviews are in line with our EEDI objectives. The HR Policy Manager will work with EEDI Team to ensure that Staff Networks are actively engaged in the policy review and development process to provide a meaningful contribution on behalf of their members.
28. If a policy document is likely to impact a specific Staff Network, they may be consulted in a more robust manner to provide specific input to policy document development. For example, a policy document related to colleagues with a disability or long term health condition may specifically benefit from more in depth engagement with the Disability, Ability and Wellbeing Network (DAWN).

Consultation and Engagement with recognised Trade Unions and Senior Management Representatives

29. The City Corporation recognises and consults, for the purposes of salaries and terms and conditions of employment, with GMB and Unite only. The City Corporation also consult with Employee Representatives from Grades H – J and Senior Management Grade.
30. Trade Unions and Senior Management Representatives are to be consulted or engaged with on matters related to HR policy document development and review.

Engagement with Institutions

31. Most HR policies will be directly adopted by the City Corporation's Institutions.
32. Institutions, through their Head of People HR or appropriate People and HR lead are to be consulted on matters related to HR policy document development and review.

Engagement with HR Teams

33. The HR Business Partnering team should be consulted on matters related to HR policy document development and review to ensure a coordinated approach.
34. Where appropriate, other relevant HR teams should be engaged with during policy engagement and review if there will be impacts on their work. For example, the Organisation Development and Training team may be required to develop training for the new or updated policy and or process.

Engagement with key projects

35. The HR Policy Team will work with stakeholders involved with key projects during the review of the Employee Handbook. Most notably, the Ambition 25 Project and Enterprise Resource Planning (ERP) Programme, to ensure any impacts or relevant changes are reflected within HR policies.

Review Periods

36. The HR Policy team must ensure the timely review of all policy documents that have been issued as part of the Employee Handbook. The maximum review period for HR policies is three years.
37. Policy Directives and Guidelines are to be reviewed and updated by their review date and may be updated earlier if there are changes in law, policy or practice requiring an amendment or rescission.

38. The author must establish whether the document is to be updated, replaced with a different document type, or made obsolete.
39. The HR Policy Team will work with IT colleagues to implement an automated policy update reminder to policy owners to ensure that policies are addressed on time.

Accessibility

40. Accessibility is at the forefront of policy production. Policies will be written in clear, plain English to ensure that the message of the policy is accessible to everyone who reads it. The accessible font Arial will be used in a minimum of size 12 to make the document dyslexia friendly. Left alignment and bolding will also be implemented as per the British Dyslexia Associations guidelines.
41. All tables and graphs will have a description box underneath which clearly denotes the contents of the table/graph in writing to ensure those with visual impairments who use a screen reader can access information. Similarly, all images will have alternative text (alt text) which provides a written description of the images content. High contrast colours will be implemented throughout to ensure titles or headings can be clearly visually differentiated. These accessibility features align with the governments WCAG 2.2 guidelines and will be met throughout the process of policy consultation, production and publication.

Prioritisation Summary

Priority Policies – For update by March 2025
Disciplinary Procedure
Grievance (Complaint) Procedure
Probation Procedure
Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
Family Leave Policy (Consolidation) <ul style="list-style-type: none"> - Maternity Leave Policy - Parental Leave Policy - Paternity Leave Policy - Special Leave and Time Off Policy - Shared Parental Leave Policy - Adoption Leave Policy

Corporation Priorities – For update by March 2025
Domestic Abuse and Stalking Policy
Substance Misuse and Alcohol Testing Policy
Bullying and Harassment Procedure

Whistleblowing Policy
Vehicle telematic (New)
Appeals Policy (New)

Remaining Policies – For review from March 2024
Acceptable Use of IT Policy
Acting Up and Partial Acting Up Policy (Temporary placement to a higher post)
Allowance Rates
Annual Leave Policy
Bicycle Loan Scheme
Buying Additional Leave Scheme
Capability Procedure
Car & Motorcycle Assisted Purchase Scheme
Car / Motor vehicle / Bicycle Mileage Allowance and Congestion Charge Scheme
Career Break Policy
Childcare Voucher Scheme
Code of Conduct
Conflicts of Interest Policy
Continuous Service
Contract Hours, Overtime & Unsocial Hours Scheme
Data Protection Policy (Employees)
Disclosure and Barring Service Policy
Employee Assistance Programme
Employment Screening Policy
Equal Opportunity Policy
First Aid Provisions at Work Policy
Flexible Working Policy
Flexitime Scheme
Gender Identity Policy
Health, Safety and Wellbeing Policy
Ill Health Retirement Procedure
Induction of New Employees Policy
Job Evaluation Maintenance Procedures
Learning & Organisational Development Policy
Leaving the City Policy
Lone Working and Preventing Violence
Long Service Award Policy
Managing People Policy
Mental Health & Wellbeing Policy
No Smoking Policy
Occupational Health & Welfare Policy
Pay Progression & Eligibility for Bonuses / Recognition Awards Policy

<u>Payment of Salary Policy</u>
<u>Payment for Part-time Staff Policy</u>
<u>Payment of Subscriptions to Professional Bodies</u>
<u>Pension Scheme</u>
<u>Performance Development Framework & Appraisal</u>
<u>Personal Injury Allowance Scheme</u>
<u>Politically Restricted Posts Policy</u>
<u>Recruitment & Selection Policy</u>
<u>Redeployment Policy</u>
<u>Redundancy Policy</u>
<u>Relocation Assistance on Appointment - Lodging, Travelling, Disturbance Scheme</u>
<u>Salary Scales & London Weighting Allowance</u>
<u>Season Ticket Loan Scheme</u>
<u>Security Policy - People</u>
<u>Selection Tests Policy</u>
<u>Service Occupancy Policy</u>
<u>Social Media Policy</u>
<u>Travel & Subsistence Allowance Scheme</u>
<u>Workplace Attendance Policy</u>