



Broadstairs & St Peter's Town Council

11 March 2026

To: Members of Broadstairs & St. Peter's Town Council.

You are summoned to an extraordinary meeting of the **Council** to be held in Pierremont Hall on **Monday 16 March 2026 at 7pm.**

A handwritten signature in black ink that reads 'Kirsty Holroyd'.

Kirsty Holroyd
Town Clerk

AGENDA

- 1. WELCOME AND INTRODUCTIONS**
- 2. APOLOGIES FOR ABSENCE**
- 3. DECLARATIONS OF INTEREST**
To receive from members of the Council and the presiding clerk declarations of interest in accordance with the Code of Conduct adopted by the Town Council on 29th July 2024.
- 4. MINUTES**
To approve the minutes of the Council meeting held on Monday 23 February 2026.
Attach 1
- 5. QUESTIONS AND/OR OBSERVATIONS FROM THE ELECTORATE OF BROADSTAIRS AND ST PETER'S**
 - i) To agree to suspend the meeting in accordance with Standing Orders 3e,3f, and 3g which permit a maximum of three members of the parish to address the council for a maximum of three minutes each.
 - ii) A Member may ask the Town Mayor or the Town Clerk any question concerning the business of the Council, provided 2 clear working days' notice of the question has been given to the person to whom it is addressed.
- 6. COMMUNICATIONS**
 - i) To receive the report of the Town Mayor.
 - ii) To receive the report of the Town Clerk.
- 7. INSURANCE**
To receive and approve the draft policy 2026-27
ENC 1
- 8. CALENDAR OF MEETINGS 2026-27**
To receive and approve the calendar for the next civic year
Attach 2
- 9. ALLOTMENTS AND LAND COMMITTEE**
 - i) To receive and approve the inspection documents
Attach 3

ii) To receive and approve the risk assessments

Attach 4

10. POLICIES

i) To receive and approve the updated Grievance Policy

Attach 5

ii) To receive and approve the updated Disciplinary Policy

Attach 6

The following business is to be undertaken in accordance with the provisions of standing orders 3d, with a resolution made to exclude the public due to the confidential nature of the business.

11. WAR MEMORIAL

To receive advice from the Town Council's solicitor and consider a response.

ENC 2

12. SUMMER SECURITY CONTRACT

i) To receive the report of the Deputy Town Clerk

ENC 3

ii) To receive the evaluation notes

ENC 4

13. PIERREMONT DEPOT

i) To receive legal advice from the Town Council's solicitor

ii) To receive the Town Clerk's draft bid

ENC 5

iii) To receive the surveyor's report

iv) To receive the quote for a consultant to assist with finalising the bid.

ENC 6

v) To agree a further Community Assets Committee prior to the deadline to finalise the recommended draft.

Members of the public may re-enter the meeting

14. DATE OF NEXT MEETING –Monday 30 March 2026 at 7pm in Pierremont Hall.



BROADSTAIRS & ST. PETER'S

TOWN COUNCIL

Minutes of the meeting of the Council held on Monday 23 February 2026 at 7pm in Pierremont Hall, Broadstairs.

Present: Cllrs J Bright, K Bright, R Farooki, M Garner, P Jacobs, C Leys, P Moore, K Pressland, S Roberts & G Rusiecki.

Town Clerk: Kirsty Holroyd

Before the meeting commenced, the Chairman, Cllr M Garner welcomed everyone and drew their attention to the openness and transparency legislation confirmed in several notices around the room.

795. WELCOME AND INTRODUCTIONS

796. APOLOGIES FOR ABSENCE

Apologies with reason from Cllrs Bayford, Kemp, Munns, Nichols and Orhan were received and accepted.

797. DECLARATIONS OF INTEREST – Cllr K Bright declared an interest in item 20: Pierremont Depot.

798. MINUTES

RESOLVED: That the minutes of the Council meeting held on 24 January 2025 can be approved and duly signed as a true record by the Chairman.

799. QUESTIONS AND/OR OBSERVATIONS FROM THE ELECTORATE OF BROADSTAIRS AND ST PETERS
none

800. PLANNING COMMITTEE

Members received the minutes of the meeting held on Monday 2 February 2026.

RESOLVED: That Cllr Jacobs be appointed to the Neighbourhood Planning Committee.

801. COMMUNITY ASSETS COMMITTEE

Members received the draft minutes of the extraordinary meeting held on Tuesday 10 February 2026.

RESOLVED: members noted that the resolutions under minute 292 would be discussed in detail under item 20.

805. BUDGET 2026-27

The Town Clerk reported that although a precept demand of ££944,903.34 had been approved at the last meeting Minute 782 iii), the figure had to be amended to meet TDC's condition that the figure divide by 9 for simplicity of calculating council tax.

RESOLVED: Members noted the final demand of £ 945,529.89, an increase of £626.55 on the previously agreed figure.

Band D tax will therefore be £89.64; an additional £0.06 per annum.

806. PHASE III

Members received a list of small amendments to the Town Council's Financial Regulations which would need to be temporarily implemented to permit TMD to undertake the tender exercise for the main contractor.

RESOLVED: That the process for TMD to undertake the tender process be approved with the additional point of the Town Mayor sitting in on the meeting when the electronic tenders are opened to oversee the process.

ii) Members considered which councillors are to be part of the interview process.

RESOLVED: that Cllrs Munns, Garner and Rusiecki be part of the interview panel with Cllrs K Bright and P Moore substituting if necessary.

807. QUADRENNIAL REVIEW OF TOWN AND PARISH COUNCIL ALLOWANCES – EKJIRP RECOMMENDATIONS 2026 - 2030.

i) Members received the NALC advice note concerning Parish Basic Allowances

RESOLVED: members agreed to note.

ii) Members received the review. The Town Clerk confirmed the 2025-26 allowances had been paid at the former rate and that the 2026-27 budget accommodated the increase in allowance which the Panel had recommended. Parish Basic Allowances would be considered by Council in autumn 2026.

RESOLVED: Members agreed to note.

808. BROADSTAIRS YOUTH FORUM

Members received the minutes of the last meeting. Cllr J Bright reported that the forum was still going well and a recent visit to Dane Court Grammar School had identified some new potential projects.

RESOLVED: Members agreed to note.

809. PRIDE OF PLACE IMPACT FUNDING

Cllr Kristian Bright updated members on a TDC decision that part of the funding was to be made available for capital improvements to Pierremont Park. The decision also has the backing of the two local MPs. The amount has yet to be decided, but TDC officers will be liaising with the Town Council and relevant local community and voluntary groups for their input and ideas.

RESOLVED: Members were delighted to note.

810. SUMMER SECURITY CONTRACT

The Town Clerk informed members that the tender process was underway and would close at midday on Monday 2 March 2026. The Town Clerk and Deputy Town

Clerk will then evaluate each tender against the published criteria. Members were asked to consider whether they would like to be involved in the shortlisting and/or interviewing process.

RESOLVED: That Cllrs Garner and Rusiecki will be involved in the process.

811. GRANTS

Members received and considered a request for funding from Broadstairs Food Festival, and noted that the amount requested was to cover both the Easter and Autumn events.

RESOLVED: that £10,000 is approved to help cover the costs of staging the event, provided the Town Council is acknowledged as a headline sponsor.

812. FIXED ASSETS POLICY

i) Members received and reviewed the document.

RESOLVED: That the document be approved.

The following item was discussed after a resolution to exclude the public under standing order 3d due to the confidential nature of the business.

813. LEGAL ISSUES

Nothing to report this time.

814. PIERREMONT DEPOT

The Chairman explained that this part of the meeting was to pick up from minute 292 of the extraordinary Community Assets Committee meeting received earlier in this meeting. A couple of key stakeholder meetings had also taken place since the last Council meeting and therefore Councillors were being given the opportunity to evaluate all that information and decide whether the Town Clerk should continue devising a bid for the site to include Social Value as invited by Thanet District Council.

i) Members discussed Social Value. The Town Clerk had shared various official definitions within the current context, as well the Social Value Toolkit as devised by the Social Value Portal and the Local Government Association. She also shared the National TOMS (Themes, Outcomes and Measurements) Framework which illustrates how social value is measured. TDC had been asked to supply their own Social Value Policy to assist the process but as yet had not provided one.

ii) Members had been due to receive legal advice from the Town Council's solicitor, but none had been received in time.

iii) Members received the Town Clerk's notes regarding the site, including key considerations, and an extract of the minutes of a recent Town and Parish Forum which may prove useful in ascertaining what TDC will be looking for and how they will evaluate all the bids.

iv) Members received a draft risk analysis in terms of acquiring and *not* acquiring the depot, and a draft options appraisal which identified other, as yet unexplored options for fulfilling the Town Council's needs for their open spaces team.

Members discussed the pros and cons of acquiring, clearing, improving and staffing the site, especially in light of the new information about the imminent improvements to Pierremont Park. Such improvements will require ongoing care and maintenance which the District Council is not in a position to supply.

The Town Clerk suggested professional assistance in the form of a surveyor be requested in order that councillors are able to make informed decisions.

RESOLVED:

i) That a surveyor be asked to visit and report on the condition of the site and what remedial works might be necessary to make it serviceable.

ii) That the Town Clerk continue developing a bid for consideration at the next Community Assets Committee meeting on 16 March 2026.

Members of the public, had any been in attendance, would have been permitted to re-enter the meeting.

815. DATE OF NEXT MEETING

Monday 30 March 2026 at 7pm in Pierremont Hall.

Meeting closed at 8.25 pm

Signed _____ Date _____

Attach 2

**BROADSTAIRS & ST PETER'S TOWN COUNCIL
CALENDAR OF MEETINGS MAY 2026 – MAY 2027**

All meetings are open to the public and press.

Agendas available at www.broadstairs.gov.uk

May 2026		Time
Mon 4	NO MEETING BANK HOLIDAY	7pm
Tues 5	Planning	7pm
Mon 11	Community Assets	7pm
Mon 18	Annual Council meeting	7pm
Mon 25	NO MEETING Bank Holiday	
June 2026		
Mon 1	Planning Committee	7pm
Mon 8	Environment	7pm
Mon 15		7pm
Mon 22	Allotments and Land	7pm
Mon 29	Council	7pm
July 2026		
Mon 6	Planning Committee	7pm
Mon 13	Events, Leisure & Tourism	7pm
Mon 20	F&GP	7pm
Mon 27	Council	7pm
Aug 2026		
Mon 3	Planning Committee	7pm
Mon 10		7pm
Mon 17	Community Assets	7pm
Mon 24	Council	7pm
Mon 31	NO MEETING Bank Holiday	
Sept 2026		
Mon 7	Planning Committee	7pm
Mon 14	Environment	7pm
Mon 21	Town Forum	7pm
Mon 28	Council	7pm
Oct 2026		
Mon 5	Planning Committee	7pm
Mon 12	Allotments and Land Committee	7pm
Mon 19	F&GP budget	7pm
Mon 26	Council	7pm

Nov 2026		Time
Mon 2	Planning Committee	7pm
Mon 9	Community Assets	7pm
Mon 16	Environment	7pm
Mon 23	Events Leisure and Tourism	7pm
Mon 30	Council	7pm
Dec 2026		
Mon 7	Planning Committee	7pm
Mon 14	F&GP BUDGET	7pm
Mon 21 ??	Council	7pm
Mon 28	NO MEETING Christmas break	
JAN 2027		
Mon 11	Planning Committee	7pm
Mon 18	Community Assets	7pm
Mon 25	Council	7pm
FEB 2027		
Mon 1	Planning Committee	7pm
Mon 8	Town Forum	7pm
Mon 15	Events, Leisure and Tourism	7pm
Mon 22	Council	7pm
MAR 2027		
Mon 1	Planning Committee	7pm
Mon 8	Allotments & Land	7pm
Mon 15	Environment	7pm
Mon 22	Council	7pm
Mon 29	NO MEETING Easter Monday	
April 2027		
Mon 5	Planning Committee	7pm
Mon 12	F&GP	7pm
Mon 19	Community Assets	7pm
Mon 26	Council	7pm
May 2027		
Mon 3	NO MEETING Bank Holiday	
Tues 4	Planning Committee	7pm
Mon 10		7pm
Mon 17	Annual Town Meeting	7pm
Mon 24	Annual Council Meeting	7pm
Mon 31	NO MEETING Bank holiday	

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**Broadstairs & St Peter's Town Council Land Inspections
Nash Gardens Allotments**

Inspection Period: Winter 2026
Date Inspected: 24.2.2026
Inspectors: Julie Belsey

Area	Condition/Works Required
Gates – check security and lock condition	Good Condition WD40 to be applied to the lock
Noticeboard – check condition	Good Condition
Trees – known maintenance work completed / on schedule	None
Trees – new hazard identified	None
Bushes and other large plants – known maintenance work completed / on schedule	None
Bushes and other large plants– new hazard identified	None
Grass and other plants e.g. nettles– known maintenance work completed / on schedule	None
Grass and other plants e.g. nettles– new hazard identified	None
Pests– known maintenance work completed / on schedule	None
Pests– new hazard identified	None
Ground conditions– known maintenance work completed / on schedule	None
Ground conditions– new hazard identified	None
Fencing / boundaries Paths– known maintenance work completed / on schedule	None
Fencing / boundaries Paths– new hazard identified	None
Any other issues / hazards– known maintenance work completed / on schedule	None
Any other issues/ hazards– new hazard identified	None

Attach 3

**Broadstairs & St Peter's Town Council Land Inspections
Norman Road Allotments**

Inspection Period: Winter 2026 Date Inspected: 25.2.2026 Inspectors: Julie Belsey, Abi Barton	
Area	Condition/Works Required
Gates – check security and lock condition	Good Condition WD40 applied to lock
Noticeboard – check condition	Good Condition
Trees – known maintenance work completed / on schedule	None
Trees – new hazard identified	None
Bushes and other large plants – known maintenance work completed / on schedule	None
Bushes and other large plants– new hazard identified	None
Grass and other plants e.g. nettles– known maintenance work completed / on schedule	None
Grass and other plants e.g. nettles– new hazard identified	None
Pests– known maintenance work completed / on schedule	None
Pests– new hazard identified	None
Ground conditions– known maintenance work completed / on schedule	None
Ground conditions– new hazard identified	None
Fencing / boundaries Paths– known maintenance work completed / on schedule	None
Fencing / boundaries Paths– new hazard identified	None
Any other issues / hazards– known maintenance work completed / on schedule	None
Any other issues/ hazards– new hazard identified	None

Culmer's Amenity Land
Inspections

Inspection Period: Winter 2026 Date Inspected: 3 March 2026 Inspectors: Julie Belsey		Condition/Works Required
Area		
Tourist Information Board at Vere Road entrance		Sturdy. Good condition.
Trees – known maintenance work completed /on schedule		None require
Trees – new hazard identified		No new hazards
Bushes and other large plants – known maintenance work completed/on schedule		Maintenance undertaken by Boxgreen.
Bushes and other large plants– new hazard identified		None identified
Grass and other plants e.g. nettles– known maintenance work completed/on schedule		Maintenance undertaken by Boxgreen.
Grass and other plants e.g. nettles– new hazard identified		None identified.
Pests– known maintenance work completed /on schedule		No known maintenance work to be completed/undertaken.
Pests– new hazard identified		None identified.
Ground conditions– known maintenance work completed/on schedule		No known maintenance work to be completed/undertaken.
Ground conditions– new hazard identified		None identified.
Fencing/boundaries/paths– known maintenance work completed /on schedule		No known maintenance work to be completed/undertaken.
Fencing/boundaries/paths– new hazard identified		Vegetation not overgrown from allotments. Maintenance undertaken by Boxgreen.
Any other issues/hazards– known maintenance work completed/on schedule		No known maintenance work to be completed/undertaken.
Any other issues/hazards– new hazard identified		Following the rough sleepers leaving the site, the area has been cleared of all debris. The large trench filled in and branches that have been cut down will be removed from site and used for dead hedging at Mockett's.

Mockett's Wood Site Visit & Inspection

Inspection Period – Winter 2026 Date Inspected – 23.2.2026 Inspectors: Julie Belsey, Abigail Barton		Condition/Works
Area		
Mockett's Wood Surgery Entrance		Clear. No overgrowth.
Noticeboard at entrance		Sturdy
2 x Concrete bollards at entrance – to prevent car access.		Sturdy
Metal perimeter fence to right		Intact/sturdy
Bins at entrance/rear entrance.		Very good condition. These have now been firmly tethered to posts to prevent being pushed over.
Wooden fence to right		Fair condition with graffiti/woodworm. Fence owned by garden owner
Entrance from Northdown Way – metal barrier		Intact/sturdy
Entrance half way along back field – wooden blocks to prevent access		Intact/sturdy
Back corner of woods by field – wooden barrier & wooden posts.		Intact/sturdy
All pathways through wood that are still to be accessible for public		Clear with natural growth of vegetation.
Multiple fenced areas in wood to encourage growth.		New and intact. Fences to slowly be woven to look more natural.
Other		None to report.

General Risk Assessment

Task / activity or premises assessed: Allotment Plot Tenants/BSPTC Staff Location: Norman Road & Nash Gardens Allotment

Name of assessor: Julie Belsey Date of assessment: 25 February 2026 Review Date: February 2027

Hazards and Effects	Affecting Whom	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
<p>Outline of activity/task: Allotment Plot Tenants hire allotment plots from Broadstairs and St Peter's Town Council. Plots are used for growing of fruit, vegetables and flowers and are kept cultivated and maintained by the holders.</p>					
<p>Machinery: To User: Operating machinery carries a medium level of risk unless the appropriate safety equipment is worn and the machinery is operating correctly. Injuries to hands, feet and face need to be guarded against.</p>	Allotment Plot Tenant	24	Instructions for the use of the machinery lie with the owner/operator. It is a requirement that tenants wear the recommended safety equipment when operating machinery (irrespective of the owner). As stated in the Allotment Lease.	8	
<p>To other tenants and visitors: When strimmer's and mowing machines are being used on an adjacent plot, stones and other flying objects can cause injuries to face.</p>	Other tenants/ visitors	16	It is the responsibility of the operator to take due care.	6	
<p>To Children: Children can act unpredictably exposing themselves to risk from machinery.</p>	Children	36	It is the responsibility of the tenant to ensure that children are supervised. No children to operate machinery.	4	

<p>Garden Tools & Equipment: Injuries to hands and feet if equipment is not used correctly.</p>	<p>Allotment Plot Tenant</p>	<p>24</p>	<p>Appropriate gloves and footwear worn as necessary. Garden tool and equipment should not be left on common paths or left available for others to use. As stated in the allotment lease.</p>	<p>6</p>	
<p>Overhanging Branches: Overhanging branches can cause injuries to tenants, visitors and children</p>	<p>Allotment Plot Tenant, Visitors, Children</p>	<p>12</p>	<p>Regular inspection by Broadstairs & St Peter's Town Council. Tenants to report any problems.</p>	<p>4</p>	
<p>Security of site: Vandalism/Theft</p>	<p>Allotment Plot Tenants</p>	<p>12</p>	<p>Padlock gate when not in use. Tenants advised not to keep anything valuable on site and to have their tools security marked and contained in a secure place.</p>	<p>2</p>	
<p>Paths: Slip hazards – paths can be slippery when wet. Trip hazards – tools on paths, uneven surfaces.</p>	<p>Allotment Plot Tenants, Visitors, Children</p>	<p>12</p>	<p>Paths to be kept trimmed and clear of hazards by allotment plot tenants. As stated in the allotment lease. Regular inspections by Broadstairs & St Peter's Town Council.</p>	<p>4</p>	
<p>Accumulation of rubbish and non compostable material: Could become a slip/trip hazard</p>	<p>Allotment Plot Tenants</p>	<p>12</p>	<p>Regular inspection by Broadstairs & St Peter's Town Council. Arrangements for a once yearly non recyclable rubbish removal by Town Council. Tenants to report any problems</p>	<p>2</p>	
<p>Dangerous/hazardous substances: Burns, irritation, allergies etc.</p>	<p>Allotment Plot Tenants</p>	<p>36</p>	<p>All chemicals, prayers etc should be used in accordance with the manufacturers' instructions and correct protective clothing worn. If chemicals are held on site, they should be stored securely and clearly identifiable. Take constant care and be vigilant</p>	<p>8</p>	

					when using things like petrol or weed killers.		
Manure Heap: No risk	Allotment Plot Tenants	2			All as stated in the allotment lease. Regular inspection by Broadstairs & St Peter's Town Council. Tenants to report any problems.	2	
Water Trough: Legionella	Allotment Plot Tenants	6			Ensure water is not drunk from water troughs.	2	
Bonfires: There is an inherent danger in a bonfire spreading if unattended.	Allotment Plot Tenants	36			It is the responsibility of the tenant to conform to the rules covering bonfires. (No bonfires at Nash Gardens). Children must always be supervised.	8	
Unoccupied/untidy plots: Could become overgrown and then slip/trip hazard.	Allotment Plot Tenants	8			As stated in the allotment lease. Regular inspection by Broadstairs & St Peter's Town Council. Town Council to ensure empty plots are relet. Tenants to report any problems.	4	
Rats: Rats can carry Weil's disease. Although this is rare, it is a serious disease.	Allotment Plot Tenants	24			Tenants to report any sightings to Broadstairs & St Peter's Town Council, who will make appropriate arrangements. Signs to be erected should any form of deterrent/poison be placed on site.	4	
Lone Working: Tenant could suffer injury/illness/assault if working on the site on their own.	Allotment Plot Tenant	16			Tenants should ensure that someone is always aware of their whereabouts. Tenant to ensure allotment gate is closed behind them so that anyone entering the site can be heard opening gate.	4	

	<p>Tenant should carry a means of communication with them (mobile phone). As stated in the allotment lease.</p>	<p>4</p>	
<p>Town Council Officer</p>	<p>16</p>	<p>Officer should ensure that colleagues are aware of their whereabouts. Officer should always carry a mobile telephone with them. Officer to close allotment gate when on site so that they can hear anyone entering the site.</p>	

Signature of Assessor: _____ Date: _____

General Risk Assessment

Location: Culmers Amenity Land
 Name of Assessor: Julie Belsey

Date of Assessment: 19 February 2026

Review date: February 2027

Hazards and Effects	Affecting Whom	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
Trip hazards on pathway	Public	16	Officers walk through and inspect on a regular basis	2	
Overgrowth from allotments causing possible trips or cuts.	Public	12	Officers walk through and inspect on a regular basis	2	
Overgrowth brambles/irritants from natural areas.	Public	16	Grounds maintenance contract ensures area is cut back. Regular inspections by Officers.	4	
Falling branches from trees	Public/hearby residents	16	Regular inspections by Officers. Tree survey carried out on a yearly basis by independent Arborist. Reports from public.	4	
Rubbish/Litter/Needles	Public	16	Large refuse bin on site. Regular inspections by Officers. Public reports.	4	
Dog Fouling	Public	24	Large refuse bin on site. Signs on site.	8	
Damage to benches	Public	24	Regular inspections carried out by officers. Reports from members of the public.	6	
Rough Sleepers	Public/hearby residents	4	Regular inspections. Inform the appropriate teams and authorities. Once removed, inspect area and ensure safe and clear site if necessary.	2	

General Risk Assessment

Task / activity or premises assessed: Staff & Volunteer working parties Location: Mockett's Wood

Name of assessor: Julie Belsey Date of assessment: 2 February 2026 Review Date: February 2027

Hazards and Effects	Affecting Whom	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
<p>Outline of activity/task: Volunteers (Friends of Mockett's Wood) join in organised working parties each Saturday in order to carry out simple conservation tasks as pre-approved by the Council; namely litter picking, emptying rubbish bins, clearing paths, putting down wood chip, watering, clearing ground for planting, dead hedging, cleaning and maintaining bird boxes, filling bird feeders and watering newly planted trees and hedging in order to keep the Wood as a lovely local amenity open to all.</p> <p>A further dynamic risk assessment to be undertaken by Volunteer organiser immediately prior to event starting to highlight any temporary or additional risks or hazards and mitigation methods.</p>					
<p>Animals: Risk of disturbing habitat. Risk of dogs off lead</p>	Staff/Volunteers	8	Wear appropriate clothing Beware of loose dogs Seek medical attention as soon as possible after being bitten or scratched	4	
<p>Lifting heavy objects: Risk of injury</p>	Staff/Volunteers	16	Do not move/lift objects unnecessarily. Use a wheelbarrow for transporting large containers of water. Handle items with an appropriate number of people. Break up into smaller loads. Always use a good lifting technique. Stop immediately if suffering any pain or discomfort. Seek medical attention if ill effects persist	8	

Hazards and Effects	Affecting Whom (staff / visitors / public / contractors)	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
Ground conditions: Risk of stumbling in natural holes/tripping on stumps and roots	Staff/Volunteers	8	Take weather conditions into account. Wear strong appropriate footwear. Avoid overgrown areas and choose safest route over difficult ground. Seek medical attention for any serious cuts, bruises or strains	4	
Lone Working: Risk of isolation in case of incident	Staff/Volunteers	24	Be aware of aggressive and difficult people. Withdraw rather than face conflict. Do not work out of sight of others in the group. Lone working is not permitted by volunteers. Organiser to have mobile. Medical attention following any assault / injury. Always notify either a family member/colleague that you are working alone. Check in/Check out. Wear hi -vis clothing	6	
Tools and Equipment: Injuries to hands and feet if equipment is not used correctly or removed from site.	Staff/Volunteers and members of public	24	Appropriate gloves and footwear worn as necessary. Tools and equipment should not be left on the ground areas or left behind after works.	6	

Hazards and Effects	Affecting Whom (staff / visitors / public / contractors)	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
<p>Refuse, litter: Risk of injury from unsafe discarded items</p>	Staff/Volunteers	16	<p>Pick up only general litter. Always wear gloves. Use pick-up tool if supplied. Do not collect medical waste (e.g. syringes). Any needles or syringes to be picked-up by a designated person and placed in a "sharps" container. Seek medical attention where appropriate</p>	8	
<p>Working at heights: eg cleaning or maintaining bird boxes: Risk of falling</p>	Staff/Volunteers and members of the public	32	Ladder to be used on level ground only. One person at the bottom ensuring firm placement and reducing risk of toppling	8	
<p>Cutting branches, chopping wood: Risk of injury from flying or falling debris</p>	Staff/Volunteers, & members of the public using the wood	24	<p>To protect eyes from flying stones and debris the operator and volunteers in the vicinity to wear eye protection. A banksman will watch for passing members of the public and alert the operator to stop as people pass. Volunteers must wear eye protection Seek medical attention in the event of injury Machinery (ie chain saws) only to be operated by trained professional contractors.</p>	4	

Hazards and Effects	Affecting Whom (staff / visitors / public / contractors)	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
<p>Trees, shrubs: Risk of trips, hitting head on low branches</p>	Staff/Volunteers	12	<p>Be alert to the risks and keep a look out for hazards. Be aware of low hanging branches and exposed tree and shrub roots.</p>	8	
<p>Irritants, dangerous plants: Risk of allergic reaction to sap, leaves etc</p>	Staff/Volunteers	24	<p>Wear gloves and wash hands Beware of dangerous plants and possible adverse reactions. Wash thoroughly on completion of such operations Seek medical attention for unusual or suspicious symptoms after contact with vegetation.</p>	8	
<p>Picking up grass and hedge cuttings: Risk of injury in bending. Risk of injury from stones or rubbish hidden in vegetation.</p>	Staff/Volunteers	16	<p>Avoid injury to hands or back Gloves to be worn to protect hands. Use correct lifting techniques Adjust work programmes to avoid extremes. Cease work in inappropriate conditions. Avoid working in extreme conditions. Dress for conditions & carry additional clothing and water.</p>	8	

Hazards and Effects	Affecting Whom (staff / visitors / public / contractors)	Risk rating with no controls	Existing Controls (if any)	Residual risk rating (With existing controls)	Actions required where residual risk is still too high
<p>Working outside of Council remit: Risk of rendering Council insurance invalid.</p>	Staff/Volunteers	36	<p>All volunteers sign to sign attendance sheet and agree to adhere to the Health & Safety Guidance and Risk Assessment. The Volunteer group to ensure they understand any work which is necessary/planned maintenance that arises from the Allotment & Land Committee. Management tasks considered and reviewed every September. A monthly management plan to be produced for works to be carried out each month of the year.</p>	12	
<p>Using and handling vibrating tools</p>	Staff/Volunteers	36	<p>Please see separate risk assessment for use of vibrating tools and equipment.</p>  <p>using and handling vibrating tools & eq</p>	8	

J P Baisey

Signature of Assessor: _____ Date: 2.2.2026

'Major Injury' shall be as defined in the Reporting of Injuries Diseases and Dangerous Occurrences Regulations - please see the Accident/incident reporting guidance note for further information on this.
 This matrix is suitable for all the activities that the council undertakes.


Risk Rating Matrix							
		SEVERITY					
		Multiple Death	Single Death	Major Injury	'3 day' Injury	Minor Injury	None
		10	8	6	4	2	1
LIKELIHOOD	Certain 10	100	80	60	40	20	10
	Very Likely 8	80	64	48	32	16	8
	Probable 6	60	48	36	24	12	6
	Possible 4	40	32	24	16	8	4
	Unlikely 2	20	16	12	8	4	2
	V. Unlikely 1	10	8	6	4	2	1

- **Notes:**
- The numerical scale used is to allow comparisons of the risk levels only. No literal meaning is implied by the scoring level.

Key to Shading	
48 - 100	High Level of risk is unacceptable
16 - 40	Medium Level of risk may be tolerable. Seek to reduce level of risk.
1 - 12	Low Level of risk is acceptable

Definitions for Likelihood

Certain	10	Has happened before and is expected to happen on this occasion.
Very Likely	8	Has happened before and is very likely to happen on this occasion.
Probable	6	Has been known to occur before and is likely to happen on this occasion.
Possible	4	Has been known to occur and it may happen on this occasion.
Unlikely	2	Has been known to occur before but no reason to suggest that it will happen on this occasion.
Very Unlikely	1	Has never happened before and there are no reasons to suggest it will happen on this occasion.

 <p>BROADSTAIRS & ST. PETER'S TOWN COUNCIL</p>	<p>Grievance Policy BROADSTAIRS & ST. PETER'S TOWN COUNCIL Adopted: 13th December 2021 Reviewed: March 2026 Approved: TBC Next Review Due: TBC</p>
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Introduction

1. This policy is based on and complies with the 2015 ACAS Code of Practice (<http://www.acas.org.uk/index.aspx?articleid=2174>).
2. It also takes account of the ACAS guide on discipline and grievances at work. (https://www.acas.org.uk/media/1043/Discipline-and-grievances-at-work-The-Acas-guide/pdf/DG_Guide_Feb_2019.pdf).
3. It also takes into account relevant law affecting Councils.
4. It aims to encourage and maintain good relationships between the Council and its employees by treating grievances seriously and resolving them as quickly as possible. It sets out the arrangements for employees to raise their concerns, problems or complaints about their employment with the Council. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.
5. Many problems can be raised and settled during the course of everyday working relationships. Employees should aim to settle most grievances informally with their line manager.
6. This policy confirms:
 - employees have the right to be accompanied or represented at a grievance meeting or appeal by a companion who can be a workplace colleague, a trade union representative or a trade union official. This includes any meeting held with them to hear about, gather facts about, discuss, consider or resolve their grievance. The companion will be permitted to address the grievance/appeal meetings, to present the employee's case for their grievance/appeal and to confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining their case.
 - the Council will give employees reasonable notice of the date of the grievance/appeal meetings. Employees and their companions must make all reasonable efforts to attend. If the companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within five working days of the original meeting date unless it is unreasonable not to propose a later date
 - any changes to specified time limits must be agreed by the employee and the Council
 - an employee has the right to appeal against the decision about their grievance. The appeal decision is final

- information about an employee's grievance will be restricted to those involved in the grievance process. A record of the reason for the grievance, its outcome and action taken is confidential to the employee. The employee's grievance records will be held by the Council in accordance with the General Data Protection Regulation (GDPR)
- audio or video recordings of the proceedings at any stage of the grievance procedure are prohibited, unless agreed by all affected parties **as a reasonable adjustment that takes account of an employee's medical condition**
- if an employee who is already subject to a disciplinary process raises a grievance, the grievance will normally be heard after completion of the disciplinary procedure
- if a grievance is not upheld, no disciplinary action will be taken against an employee if they raised the grievance in good faith
- the Council may consider mediation at any stage of the grievance procedure where appropriate, (for example where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute resolution process which requires the consent of affected parties
- Employees can only use all stages of the grievance procedure if the complaint is not a code of conduct complaint about a councillor. Employees can use the informal stage of the council's grievance procedure (paragraph 4) to deal with all grievance issues, including a complaint about a councillor. Employees cannot use the formal stages of the council's grievance procedure for a code of conduct complaint about a councillor. If the complaint about the councillor is not resolved at the informal stage, the employee can contact the monitoring officer of Thanet District Council, who will inform the employee whether or not the complaint can be dealt with under the code of conduct. **If it does not concern the code of conduct, the employee can make a formal complaint under the council's grievance procedure** (see paragraph 5)
- **the Council may engage external investigators, grievance or appeal panels for the purposes of the process.**
- If the grievance is a code of conduct complaint against a councillor, the employee cannot proceed with it beyond the informal stage of the council's grievance procedure. However, whatever the complaint, the council has a duty of care to its employees. It must take all reasonable steps to ensure employees have a safe working environment, for example by undertaking risk assessments, by ensuring staff and councillors are properly trained and by protecting staff from bullying, harassment and all forms of discrimination
- If an employee considers that the grievance concerns their safety within the working environment, whether or not it also concerns a complaint against a councillor, the employee should raise these safety concerns with their line manager at the informal stage of the grievance procedure. The council will consider whether it should take further action in this matter in accordance with any of its employment policies (for example its health and safety policy or its dignity at work policy) and in accordance with the code of conduct regime

Informal grievance procedure

7. The Council and its employees benefit if grievances are resolved informally and as quickly as possible. As soon as a problem arises, the employee should raise it with

their manager to see if an informal solution is possible. Both should try to resolve the matter at this stage. If the employee does not want to discuss the grievance with their manager (for example, because it concerns the manager), the employee should contact the Chairman of the staffing committee or, if appropriate, another member of the staffing committee. If the employee's complaint is about a councillor, it may be appropriate to involve that councillor at the informal stage. This will require both the employee's and the councillor's consent.

Formal grievance procedure

8. If it is not possible to resolve the grievance informally and the employee's complaint is not one that should be dealt with as a code of conduct complaint (see above), the employee may submit a formal grievance. It should be submitted in writing to the Chairman of the staffing committee.
9. The staffing committee will appoint a sub-committee of 3 members to hear the grievance in the event that the grievance is raised by or relates to the Clerk. Where the grievance is not raised by or relates to the Clerk, the staffing committee may appoint the Clerk to hear the Grievance. The sub-committee will appoint a Chairman from one of its members. No councillor with direct involvement in the matter shall be appointed to the sub-committee.

Investigation

10. If the sub-committee decides that it is appropriate, (e.g. if the grievance is complex), it may appoint an investigator to carry out an investigation before the grievance meeting to establish the facts of the case. The investigator may be an appropriate employee, Councillor or external party. The investigation may include interviews (e.g. the employee submitting the grievance, other employees, councillors or members of the public).
11. The investigator will summarise their findings (usually within an investigation report) and present their findings to the sub-committee.

Notification

12. Within 14 calendar days 20-working-days of the Council receiving the employee's grievance (this may be longer if there is an investigation), the employee will normally be asked, in writing, to attend a grievance meeting. The written notification will include the following:
 - the names of its Chairman and other members
 - the date, time and place for the meeting. The employee will be given reasonable notice of the meeting which will normally be within 35 calendar days 25-working days of when the Council received the grievance
 - the employee's right to be accompanied by a workplace colleague, a trade union representative or a trade union official
 - a copy of the Council's grievance policy

- confirmation that, if necessary, witnesses may attend (or submit witness statements) on the employee's behalf and that the employee should provide the names of their witnesses as soon as possible before the meeting
- confirmation that the employee will provide the Council with any supporting evidence in advance of the meeting, usually with at least two days' notice
- findings of the investigation if there has been an investigation
- an invitation for the employee to request any adjustments to be made for the hearing (for example where a person has a health condition).

The grievance meeting

13. At the grievance meeting:

- the Chairman will introduce the members of the sub-committee to the employee
- the employee (or companion) will set out the grievance and present the evidence
- the Chairman will ask the employee questions about the information presented and will want to understand what action does they wants the Council to take
- any member of the sub-committee and the employee (or the companion) may question any witness
- the employee (or companion) will have the opportunity to sum up the case
- a grievance meeting may be adjourned to allow matters that were raised during the meeting to be investigated by the sub-committee.

14. The Chairman will provide the employee with the sub-committee's decision, in writing, usually within **7 calendar days 10-working-days** of the **meeting though may be longer e.g. where further investigations are required.** The letter will notify the employee of the action, if any, that the Council will take and of the employee's right to appeal.

The appeal

15. If an employee decides that their grievance has not been satisfactorily resolved by the sub-committee, they may submit a written appeal to the staffing committee. An appeal must be received by the Council within **7 calendar days 5-working-days** of the employee receiving the sub-committee's decision and must specify the grounds of appeal.


16. Appeals may be raised on a number of grounds, e.g.:

- a failure by the Council to follow its grievance policy
- the decision was not supported by the evidence
- the action proposed by the sub-committee was inadequate/inappropriate
- new evidence has come to light since the grievance meeting.

17. The appeal will be heard by a panel of 3 members of the staffing committee who have not previously been involved in the case. There may be insufficient members of the staffing committee who have not previously been involved. If so, the appeal panel will be a committee of three Council members who may include members of the staffing committee. The Council may engage external parties if there are insufficient councillors to form the panel. The appeal panel will appoint a Chairman from one of its members.

18. The employee will be notified, in writing, usually within **14 calendar days 10-working days** of receipt of the appeal of the time, date and place of the appeal meeting. The meeting will normally take place within **35 calendar days 25-working days** of the Council's receipt of the appeal. The employee will be advised that they may be accompanied by a workplace colleague, a trade union representative or a trade union official.
19. At the appeal meeting, the Chairman will:
 - introduce the panel members to the employee
 - explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the decision of the staffing sub-committee
 - explain the action that the appeal panel may take.
20. The employee (or companion) will be asked to explain the grounds of appeal.
21. The Chairman will inform the employee that they will receive the decision and the panel's reasons, in writing, and when they are likely to receive the letter. **This may be within 14 calendar days of the appeal meeting however will be longer where further investigations are required.**
22. The appeal panel may decide to uphold the decision of the staffing committee or substitute its own decision.
23. The decision of the appeal panel is final.

NALC 2024

 <p data-bbox="252 353 363 385">BROADSTAIRS & ST. PETER'S TOWN COUNCIL</p>	<p data-bbox="443 241 718 280">Disciplinary Policy</p>
	<p data-bbox="443 318 1125 347">BROADSTAIRS & ST. PETER'S TOWN COUNCIL</p> <p data-bbox="443 353 906 383">ADOPTED: 13th December 2021</p> <p data-bbox="443 389 813 418">REVIEWED: March 2026</p> <p data-bbox="443 425 699 454">APPROVED: TBC</p> <p data-bbox="443 461 805 490">NEXT REVIEW DUE: TBC</p>

Introduction

1. This policy is based on and complies with the 2015 ACAS Code of Practice.
2. It also takes into account the ACAS guide on discipline and grievances at work.
3. The policy is designed to help council employees improve unsatisfactory conduct and performance in their jobs. Wherever possible, the council will try to resolve its concerns about employees' behaviour informally, without starting the formal procedure set out below.
4. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.
5. This policy confirms:
 - Informal coaching and supervision will be considered, where appropriate, to improve conduct and/or attendance.
 - The council will fully investigate the facts of each case.
 - The council recognises that misconduct and unsatisfactory work performance are different issues. The disciplinary policy will also apply to work performance issues to ensure that all alleged instances of employees' underperformance are dealt with fairly and in a way that is consistent with required standards. However, the disciplinary policy will only be used when performance management proves ineffective. For more information, see ACAS Performance Management.
 - Employees will be informed in writing about the nature of the complaint against them and given the opportunity to state their case.
 - Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary hearing.
 - Employees may be accompanied or represented by a companion – a workplace colleague, a trade union representative or a trade union official - at any investigatory, disciplinary or appeal meeting. The companion is permitted to address such meetings, to put the employee's case and confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining their case.
 - The council will give employees reasonable notice of any meetings in this procedure. Employee must make all reasonable efforts to attend. Failure to attend any meeting may result in it going ahead and a decision being taken. An

employee who does not attend a meeting will be given the opportunity to be represented and to make written submissions.

- If the employee's companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within **seven calendar days five working days** of the original meeting date, unless it is unreasonable not to propose a later date.
- Any changes to specified time limits in the council's procedure must be agreed to by the employee and the council.
- Information about an employee's disciplinary matter will be restricted to those involved in the disciplinary process. A record of the reason for disciplinary action and the action taken by the council is confidential to the employee. The employee's disciplinary records will be held by the Council in accordance with the General Data Protection Regulation (GDPR).
- Audio or video recordings of the proceedings at any stage of the disciplinary procedure are prohibited, unless agreed by all affected **parties as a reasonable adjustment that takes account of an employee's medical condition.**
- Employees have the right to appeal against any disciplinary decision ~~within 5 days of the employee receiving the decision in writing. The appeal process is to ensure the procedure and outcome was conducted in a fair manner. A new investigator will be assigned to hear the employees appeal, carry out another investigation if necessary, see if a different outcome is appropriate and provide the final outcome in writing as soon as possible.~~ The appeal decision is final.
- If an employee who is already subject to the council's disciplinary procedure raises a grievance, the grievance will normally be heard after the completion of the disciplinary procedure.
- Disciplinary action taken by the council can include a written warning, a final written warning or dismissal.
- This procedure may be implemented at any stage if the employee's alleged misconduct warrants this.
- Except for gross misconduct, when an employee may be dismissed without notice, **the council will not dismiss an employee on the first occasion that it decides there has been misconduct.**
- If an employee is suspended following allegations of misconduct, it will be on full pay and only for such time as is necessary. Suspension is not a disciplinary sanction. The council will write to the employee to confirm any period of suspension and the reasons for it.
- The council may consider mediation at any stage of the disciplinary procedure where appropriate (for example, where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute resolution process that requires the consent of affected parties.

Examples of misconduct

6. Misconduct is employee behaviour that can lead to the employer taking disciplinary action. The following list contains some examples of misconduct (the list is not exhaustive):

- Unauthorised absence.
- Poor timekeeping.
- Misuse of the council's resources and facilities, including telephone, email and internet.
- Inappropriate behaviour.
- Refusal to follow reasonable instructions.
- Breach of health and safety rules.

Examples of gross misconduct

7. 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 (the list is not exhaustive):

- Bullying, discrimination and harassment.
- Incapacity at work because of alcohol or drugs.
- Violent behaviour.
- Fraud or theft.
- Gross negligence.
- Gross insubordination.
- Serious breaches of council policies and procedures, e.g. the Health and Safety Policy, Equality and Diversity Policy, Data Protection Policy and any policies regarding the use of information technology.
- Serious and deliberate damage to property.
- Use of the internet or email to access pornographic, obscene or offensive material.
- Disclosure of confidential information.

Suspension

8. If allegations of gross misconduct or serious misconduct are made, the council may suspend the employee while further investigations are carried out. Suspension will be on full pay. Suspension does not imply any determination of guilt or innocence, as it is merely a measure to enable further investigation.

9. While on suspension, the employee is required to be available during normal hours of work in the event that the council needs to make contact. The employee must not contact or attempt to contact or influence anyone connected with the investigation in any way or discuss this matter with any other employee or councillor.

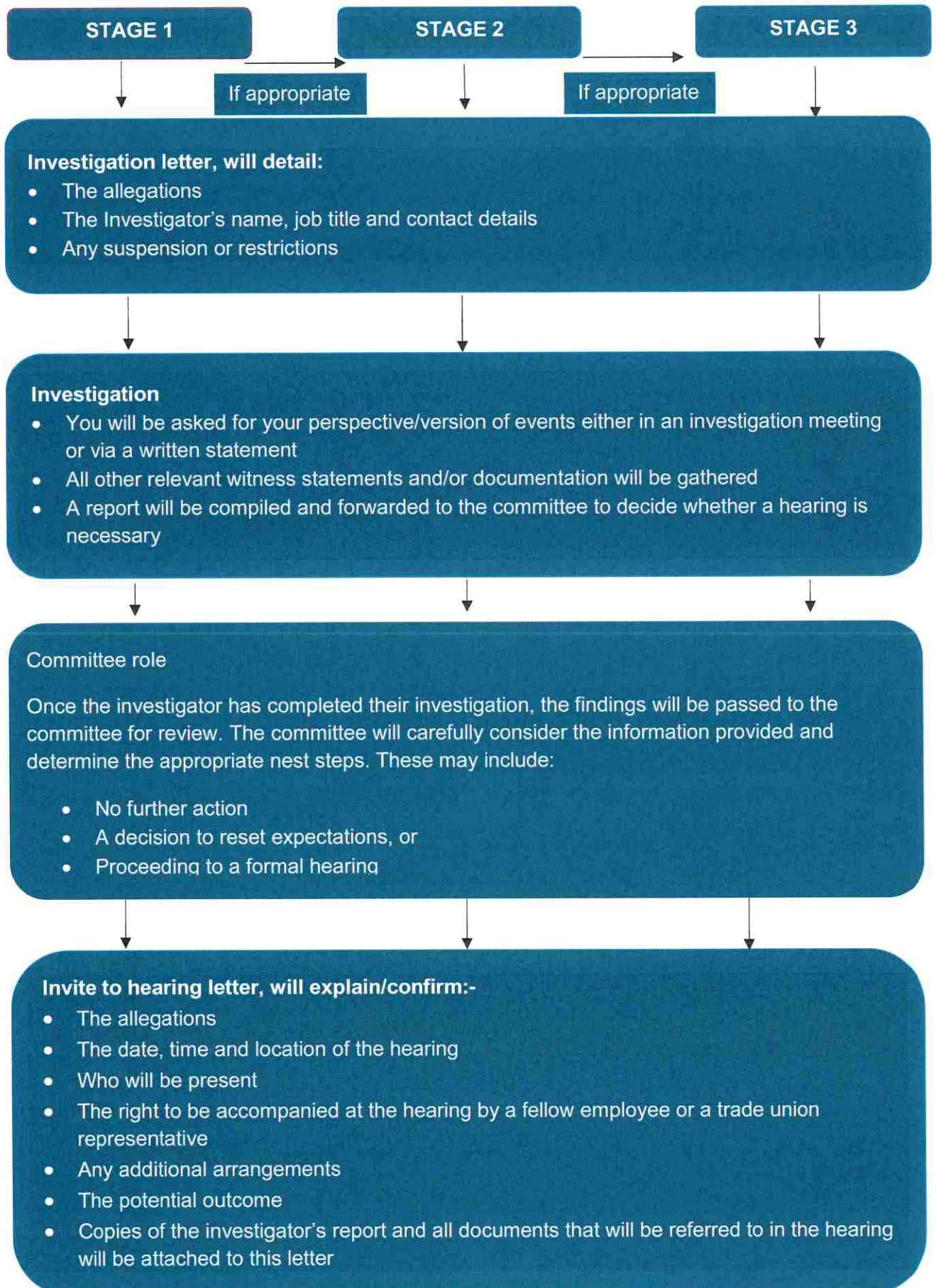
10. The employee must not attend work. The council will make arrangements for the employee to access any information or documents required to respond to any allegations.

Examples of unsatisfactory work performance

11. The following list contains some examples of unsatisfactory work performance (the list is not exhaustive):

- Inadequate application of management instructions/office procedures.
- Inadequate IT skills.
- Unsatisfactory management of staff.
- Unsatisfactory communication skills.

The procedure



The Hearing

- An appropriate level of management will conduct the disciplinary hearing ("the Chair"), and there may also be a note-taker present. In some cases, a Human Resources Partner will also be present
- The Chair will explain the role of all those in attendance, the allegations and go through the evidence that has been gathered
- You will be given the opportunity to respond in full. This will include time to ask questions and present evidence. If you intend to call any witnesses, you must give us advance written notice that you intend to do this
- The Chair will adjourn at the end to consider their decision
- Where possible, the outcome will be given the same day. Where this is not possible, because for example, the Chair requires further time to consider their decision or complete further investigation, you will be informed
- You will be informed of the outcome verbally (either in person or by phone) and then in writing

**Potential outcome:
First Written
warning**

**Potential outcome:
Final Written
warning**

**Potential outcome:
Dismissal (with or
without notice/pay
in lieu of notice)**

Outcome letter will advise:

- The nature of the misconduct that has led to the outcome (including any prior warnings that have been taken into account, if appropriate)
- The action or improvement required
- The timescale for implementing such action (if relevant)
- That this is a first/final written warning and that the next stage may be final written warning/dismissal if there is no sustained improvement or change
- That the warning will remain live for 12 months
- That whilst the warning will not remain active after this time in relation to future disciplinary matters, a record of what has occurred will be kept and may be referred to if relevant
- The right of appeal

Outcome letter will advise:

- The reasons for dismissal
- Any prior warnings that have been taken into account, if appropriate
- The date on which employment will end
- The right of appeal

12. Preliminary enquiries. The council may make preliminary enquiries to establish the basic facts of what has happened in order to understand whether there may be a case to answer under the disciplinary procedure.

13. If the employee's manager believes there may be a disciplinary case to answer, the council may initiate a more detailed investigation undertaken to establish the facts of a situation or to establish the perspective of others who may have witnessed misconduct.

14. Informal Procedures. Where minor concerns about conduct become apparent, it is the manager's responsibility to raise this with the employee and clarify the improvements required. A file note will be made and kept by the manager. The informal discussions are not part of the formal disciplinary procedure. If the conduct fails to improve, or if further matters of conduct become apparent, the manager may decide to formalise the discussions and invite the employee to a first stage disciplinary hearing.

Disciplinary investigation

15. A formal disciplinary investigation may sometimes be required to establish the facts and whether there is a disciplinary case to answer.

16. If a formal disciplinary investigation is required, the Council's staffing committee will appoint an Investigator who will be responsible for undertaking a fact-finding exercise to collect all relevant information. The Investigator will be independent and will normally be a councillor. If the staffing 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 staffing committee will inform the Investigator of the terms of reference of the investigation. The terms of reference should specify:

- The allegations or events that 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 written report.
- Who the findings should be reported to and who to contact for further direction if unexpected issues arise or advice is needed.

17. The Investigator will be asked to submit their findings, usually within **35 Calendar days 20 working days** of appointment, where possible. In cases of alleged unsatisfactory performance or of allegations of minor misconduct, the appointment of an investigator may not be necessary and the Council may decide to commence disciplinary proceedings at the next stage - the disciplinary meeting (see paragraph 22).

18. The Staffing Committee will notify the employee in writing of the alleged misconduct and details of the person undertaking the investigation. The employee may be asked to meet an investigator as part of the disciplinary investigation. The employee will be

given sufficient notice of the meeting with the Investigator so that they have a reasonable time to prepare for it. The letter will explain the investigatory process and that the meeting is part of that process. The employee will be provided with a copy of the council's disciplinary procedure. The council will also inform the employee that when they meet with the Investigator, they will have the opportunity to comment on the allegations of misconduct.

19. Employees may be accompanied or represented by a workplace colleague, a trade union representative or a trade union official at any investigatory meeting.
20. If there are other persons (e.g. employees, councillors, members of the public or the council's contractors) who can provide relevant information, the Investigator should try to obtain it from them in advance of the meeting with the employee.
21. The Investigator has no authority to take disciplinary action. Their role is to establish the facts of the case as quickly as possible and prepare a report that recommends to the Staffing Committee whether or not disciplinary action should be considered under the policy.
22. The Investigator's report will contain their recommendations and the findings on which they were based. They 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.
 - The employee has a case to answer, and a formal hearing should be convened under the council's disciplinary procedure.
23. The Investigator will submit the report to the staffing committee, which will decide whether there is no case to answer; **the matter should be considered informally, or a formal Disciplinary Hearing should be convened. If the Investigator is a member of the Committee making the decision, they should recuse themselves from any formal votes or decision-making regarding their findings as to whether there is a case to answer at a Disciplinary Hearing.**
24. If the council decides that it will not take disciplinary action, it may consider whether mediation would be appropriate in the circumstances.

The disciplinary meeting

25. If the Staffing Committee decides that there is a case to answer, it will appoint a staffing sub-committee of three councillors to formally hear the allegations. The staffing sub-committee will appoint a Chair from one of its members. The Investigator shall not sit on the sub-committee. **The staffing sub-committee will be given the delegated authority to make a decision in relation to the Disciplinary.**
26. No councillor with direct involvement in the matter shall be appointed to the sub-committee. The employee will be invited, in writing, to attend a disciplinary meeting. The sub-committee's letter will confirm the following:

- The names of its chair and the other two members.
- Details of the alleged misconduct, its possible consequences and the employee's statutory right to be accompanied at the meeting.
- A copy of the information provided to the sub-committee, which may include the investigation report, supporting evidence and a copy of the Council's disciplinary procedure.
- The time and place for the meeting. The employee will be given reasonable notice of the hearing so that they have sufficient time to prepare for it.
- Whether witnesses may attend on the employee's and the council's behalf, and if they may, both parties should inform each other of their witnesses' names at least two working days before the meeting.
- The employee may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official. ~~A family member is not appropriate.~~

27. The purpose of the disciplinary meeting hearing is for the allegations to be put to the employee and then for the employee to give their perspective. It will be conducted as follows:

- The chair will introduce the members of the sub-committee to the employee and explain the arrangements for the hearing.
- The chair will set out the allegations and invite the Investigator to present the findings of the investigation report (if there has been a previous investigation).
- The chair will invite the employee to present their account.
- The employee (or the companion) will set out their case and present evidence (including any witnesses and/or witness statements).
- Any member of the sub-committee and the employee (or the companion) may question the Investigator and any witness.
- The employee (or companion) will have the opportunity to sum up.

28. The chair will provide the employee with the sub-committee's decision with reasons, in writing, within ~~7 calendar days~~ ~~5 working days~~ of the meeting. The chair will also notify the employee of the right to appeal the decision **in the event that formal action is taken.**

29. The disciplinary meeting may be adjourned to allow matters that were raised during the meeting to be further investigated by the sub-committee.

Disciplinary action

30. If the sub-committee decides that there should be disciplinary action, it may be any of the following:

First written warning:

31. If the employee's conduct has fallen below acceptable standards, a first written warning will be issued. A first written warning will set out:

- The reason for the 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.
- The employee's right of appeal.
- That a note confirming the written 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 for a specified period of time (e.g. 12 months).

Final written warning:

32. If the offence is sufficiently serious, or if there is further misconduct or a failure to improve sufficiently during the currency of a prior warning, 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 a note confirming the final written 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 for a specified period of time (e.g. 12 months).

Dismissal:

33. 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.

34. 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 sub-committee decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file. Action taken as a result of the disciplinary meeting will remain in force unless it is modified as a result of an appeal.

The appeal:

35. An employee who is the subject of disciplinary action will be notified of the right of appeal. Their written notice of appeal must be received by the council within **seven calendar days 5-working-days** of the employee receiving written notice of the disciplinary action and must specify the grounds for appeal.

36. The grounds for appeal include:

- A failure by the council to follow its disciplinary policy.
 - The sub-committee did not support the sub-committee's disciplinary decision.
 - The disciplinary action was too severe in the circumstances of the case.
 - New evidence has come to light since the disciplinary meeting.
37. Where possible, the appeal will be heard by a panel of 3 members of the staffing committee who have not previously been involved in the case. This includes the Investigator. There may be insufficient members of the staffing committee who have not previously been involved. If so, the appeal panel will be a committee of 3 members of the council who may include members of the staff committee. The appeal panel will appoint a chair from one of its members.
38. The employee will be notified, in writing, within **14 calendar days** ~~10 working days~~ of receipt of the notice of appeal of the time, date and place of the appeal meeting. The employee will be advised that they may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official.
39. At the appeal meeting, the chair will:
- Introduce the panel members to the employee.
 - Explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the disciplinary decision.
 - Explain the action that the appeal panel may take.
40. The employee (or companion) will be asked to explain the grounds for appeal.
41. The chair will inform the employee that they will receive the decision and the panel's reasons, in writing, usually within five working days of the appeal hearing.
42. The appeal panel may decide to uphold the disciplinary decision of the staffing committee, substitute a less serious sanction or decide that no disciplinary action is necessary. If it decides to take no disciplinary action, no record of the matter will be retained in the employee's personnel file.
43. If an appeal against dismissal is upheld, the employee will be paid in full for the period from the date of dismissal and continuity of service will be preserved.
44. The appeal panel's decision is final.