

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Monday, 27 June 2022, 7.00 pm - 40 Cumberland Road, Level 2  
Team Space 1, Wood Green, N22 7BU (watch the live meeting [here](#),  
watch the recording [here](#))**

**Councillors:** Rice (Chair), Ali, Stennett (Vice-Chair), Isilar-Gosling, and Davies

**Officers:** Dan Paul (Chief People Officer), Carole Engwell (Employment & Reward Manager), Alexis Correa (Deputy Head of Service for Health & Safety), Daria Polovina (BECC Manager), Jack Booth (Principal Committee Co-ordinator)

**Quorum:** 3

### 1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### 2. **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### 3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under

agenda item below. New items of exempt Urgent Business will be dealt with at agenda item below).

#### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

1. Must disclose the interest at the start of the meeting or when the interest becomes apparent; and
2. May not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

#### **5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

#### **6. MINUTES (PAGES 1 - 8)**

To confirm and sign the minutes of the meeting held on 21 February 2022 and 11 April 2022, 13 April 2022 (to follow), and 19 April 2022 (to follow).

#### **7. HR POLICY REPORT (PAGES 9 - 44)**

To consider and approve each of the following policies, attached at appendices A-C:

- Employee Supported Volunteering Policy;
- Conflict of Interests Policy; and
- Employment References Policy.

#### **8. THE PEOPLE REPORT (PAGES 45 - 50)**

To note the contents of the report.

#### **9. WORKFORCE AND WELLBEING STRATEGY (PAGES 51 - 84)**

To approve the Workforce Wellbeing Strategy 2022-25.

**10. CORPORATE HEALTH, SAFETY AND WELLBEING STATEMENT AND POLICY (PAGES 85 - 108)**

The Staffing and Remuneration Committee is asked to:

1. To approve the draft Corporate Health, Safety and Wellbeing Statement Policy, attached at Appendix A.
2. To authorise the Chief Executive Officer, in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board and with the Corporate Leadership Team, to make such amendments to the policy as considered to be minor. These amendments are to be reported at the next Committee meeting.

**11. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of urgent business admitted by the chair under agenda item 3 above.

**12. DATES FOR THE NEXT MEETINGS**

Thursday, 20 October 2022

Tuesday, 21 February 2022

All meetings to commence at 7pm unless otherwise stated.

Jack Booth, Principal Committee Co-ordinator

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Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 17 June 2022

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## **MINUTES OF MEETING Staffing and Remuneration Committee HELD ON Monday, 21 February, 2022, 7.00 - 7.25pm**

### **PRESENT:**

**Councillors: Dhiren Basu (Chair), Charles Adje, Julie Davies, and Paul Dennison**

### **ALSO ATTENDING:**

**Dan Paul (Chief People Officer), Karen Gooday (Head of Employment, Reward & Transformation), Fiona Rae (Acting Committee Co-ordinator), and Jack Booth (Principal Committee Co-ordinator)**

#### **1. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were received from Councillor Bull.

#### **3. URGENT BUSINESS**

None.

#### **4. DECLARATIONS OF INTEREST**

None.

#### **5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

#### **6. MINUTES**

**RESOLVED** that the minutes of the meetings held on 2 December 2021 and the minutes of the special meetings held on 2 December 2021, and 20 January 2022, be approved.

#### **7. PARENTAL LEAVE, ORGANISATION CHANGE, AND MENOPAUSE POLICIES**

Dan Paul, Chief People Officer, introduced the report as set out.

A Committee member commented that the three policies were welcome and ensured that the Council was becoming an excellent employer. Another Committee member followed up that all the policies had been updated in line with previous discussion at Committee.

In response to questions from the Committee it was noted that:

- Changes to legislation meant that the Council would need to update the necessary policies. The Council was typically made aware of any changes to legislation that would affect statutory policies; therefore, any updates could be brought to this Committee.
- 18-month pay protection was slightly above average, the median was 15 months. This meant that this was in-line with other local authorities.
- It was noted that the current Consultant Policy was out of date, and it was recommended to the Committee to discontinue the policy. This policy was already covered by the Agency Worker Appointment Guidance which sat under the Recruitment Policy. The Chief People Officer said that he would circulate both the guidance document and the Recruitment Policy to members. He emphasised that the difference between guidance and policy was that guidance gave officers more detail about how a policy works.

Committee members felt that it would be useful to consider at the next meeting if a separate policy was needed to accompany the Agency Worker Appointment Guidance, as well as considering the discontinuation of the Consultant Policy.

**RESOLVED** that the Parental Leave, Organisational Change, and Menopause Policies were approved.

## 8. NEW ITEMS OF URGENT BUSINESS

None.

## 9. EXCLUSION OF PRESS AND PUBLIC

**RESOLVED** that the press and public be excluded for the remainder of the meeting as agenda item 16 contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the local Government Act 1985), paragraphs 1 and 2.

## 10. EXEMPT MINUTES

**RESOLVED** that the exempt minutes of the meeting held on 2 December 2021, and 20 January 2022 be approved as a correct record.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING Staffing and Remuneration Committee HELD ON Monday, 11th April, 2022, 6pm.**

### **PRESENT:**

**Councillors: Peray Ahmet, Julie Davies, Luke Cawley- Harrison**

**ALSO ATTENDING: Jon Warlow, Ayshe Simsek, Anthony Tamattiris**

### **1. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

In accordance with section 100A(6), 100B(3), and 100B(4)(b) of the Local Government Act 1972, the urgent meeting was called as Chair of the meeting was of the opinion that this item (the Appointment of the Chief Executive and Head of Paid service) should be considered at this meeting as a matter of urgency by reason of special circumstances which were that the previous meeting agenda listed the start time of 4pm or on the rise of the Interview Panel. However, the meeting would now need to take place at 6pm to allow a member substitution, in accordance with CSO 53 and 54. The appointment needed to be undertaken following the member interview panel on 11th of April and there was a need to hold the Full Council meeting to confirm the appointment in April. There was also a need to appoint to the position as soon as possible.

There were apologies from Cllr Basu, Cllr Dennison, Cllr Adje, Cllr Rice.

In accordance with Committee Procedure rules 53 and 54 Cllr Ahmet , and Cllr Cawley- Harrison substituted.

Cllr Ahmet was nominated by Cllr Davies and seconded by Cllr Cawley- Harrison to Chair the meeting.

### **3. URGENT BUSINESS**

As outlined above.

### **4. DECLARATIONS OF INTEREST**

None

## **5. APPOINTMENT OF THE CHIEF EXECUTIVE AND HEAD OF PAID SERVICE**

The Committee considered the report of the Chief People Officer on the appointment to the position of Chief Executive and Head of Paid Service in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, and considered the recommendation of the interview panel which took place prior to the Committee convening.

The name of the candidate that was recommended by the Member Panel of Cllr Ahmet, Cllr Davies and Cllr Cawley- Harrison was confirmed as Andy Donald.

### **RESOLVED**

1. To recommend the appointment of Andy Donald to the post of Chief Executive and Head of Paid Service at the Full Council meeting on the 27th of April 2022 to determine. The salary will be £208,278 in accordance with the Chief Executive's salary range as agreed by Council in the Pay Policy Statement at level HA2 point 5.
2. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001, that all members of the Cabinet are informed of this Committee's recommendation to appoint Andy Donald on the terms set out, and are given the opportunity to object to the appointment. The meeting of the Full Council will be advised whether any material or well-founded objections to the proposed appointment have been made by the Cabinet, before taking a decision on the appointment.

### **Reason for decision**

The Council is required to have an officer in post designated as the Head of Paid Service. This is the post of Chief Executive, which is currently vacant. Interim arrangements are presently in place. A permanent appointment to the role of Chief Executive and Head of Paid Service is preferable to ensure long-term strategic leadership of the Council.

### **Alternative options considered**

To continue with the existing or alternative interim arrangements for the Head of Paid Service.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED**

To exclude the press and public from the meeting for the consideration of item 6 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

**7. APPOINTMENT OF THE CHIEF EXECUTIVE AND HEAD OF PAID SERVICE - EXEMPT**

As per agenda item 5.

CHAIR:

Signed by Chair .....

Date .....

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**Report for:** Staffing & Remuneration Committee, 27 June 2022

**Title:** New HR Policies – Employment References; Conflict of Interest; Employee Supported Volunteering

**Report authorised by:** Susie Faulkner, Interim Director of Customer, Transformation & Resources

**Lead Officer:** Dan Paul, Chief People Officer

**Ward(s) affected:** None

**Report for Key/ Non-Key Decision:** Non-key

**1 Describe the issue under consideration**

The report outlines the content of three new HR policies:

- The Employee Supported Volunteering Policy is new and is being introduced for the first time.
- The Conflict of Interests policy is a revision of existing guidelines.
- The Employment References Policy was first considered by the Staffing and Remuneration Committee in 2020, the amended version attached takes into account the revisions requested by Members.

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

To consider and approve each of the following policies, attached at appendices A-C:

- Employee Supported Volunteering Policy;
- Conflict of Interests Policy; and
- Employment References Policy.

**4 Reason for decision**

The policies are brought to the Staffing and Remuneration Committee in line with the HR policy review schedule previously agreed with members. They have undergone extensive consultation with the trade unions, the employee network groups, and the views of a group of business managers have been sought. The views of each group have been included in the final versions attached at Appendices A–C.

**5 Alternative Options Considered**

Not applicable.

**6 Background information**

6.1 As part of the Haringey First commitment, the **Employee Supported Volunteering policy** is being introduced to allow employees to work more closely

with the local community by giving up to 3 paid days (pro-rata) in a rolling year to employees who want to volunteer for a project within Haringey.

The Council recognises volunteering as an important local resource which has the power to shape communities and make places, supporting communities as they become more resilient and stronger. In addition to this, the health and wellbeing benefits to volunteers, including increased confidence and opportunities to connect with residents from our diverse and vibrant communities can have a positive impact on the quality of life of staff members.

Volunteering Leave represents an investment by Haringey Council in the communities that we serve; reaffirming our commitment to codesign and placemaking; and empowering local people to shape the future of our borough. This is an opportunity for staff to lend their talents to causes and organisations that support our most promising and our vulnerable residents.

The time is available to individuals or to teams who want to volunteer either with an externally funded project within the borough, or to volunteer within a council run service project such as the Community Hub or the Rough Sleeping Services. Small teams will be encouraged to take part, to develop a team ethos and to enable them to connect with the local community, and to meet the Haringey First objective of supporting the residents and communities who live and work in Haringey.

Volunteering provides real benefits to the Council, the employee and the wider community.

Some of these benefits are summarised below:

<b>The Council</b>	<b>The Employee</b>	<b>The Community</b>
Better aligned perceptions of the Council with our ethos and commitment to service	The opportunity to contribute to a good cause	Access to specialist skills and support for our communities
Enables employees to enhance their skills and create opportunities for cross-pollination	The opportunity to develop new skills, enhance existing skills and explore new opportunities	Opportunities to impart experience to the Council through shared learning
Provides an opportunity to positively influence community programmes	Greater self-confidence and sense of community and belonging	A wider more diverse network of volunteers; experience working closely with Council officers

Presents a quantifiable additional resource/investment to the sector	The opportunity to expand networks and boost social skills	Increased person-power to deliver aims and ambitions
Demonstration of commitment to supporting an asset-based community development (ABCD) approach to supporting existing community projects in the borough.	Greater knowledge of the local area; increased empathy and deeper understanding of the motivations driving our partners	Increased trust in the Council, which would increase the productivity and sustainability of collaborations

A copy of the policy is attached at Appendix A.

- 6.2 The new **Conflict of Interest policy** has been drafted following an internal audit which recommended revising the existing guidance into a formal policy. The scope of the policy has been widened to include agency workers, consultants or other non-employed workers. The Audit Team have been consulted on the draft and are supportive of the changes made. A copy of the policy is attached at Appendix B.
- 6.3 The **Employment References Policy** was first considered by the Staffing and Remuneration Committee in 2020 when Members asked that it be revised to include agency workers. Since the policy was last considered, the Council has appointed Matrix, a new neutral vendor supplier for agency workers. As the Council is not the employer for agency workers, it has been agreed with Matrix that when an agency worker leaves Haringey an amended version of the Council's standard reference will be provided by Matrix to a subsequent employer if it is requested.
- 6.4 The HR team will remain responsible for providing references for employees or ex-employees. The revised policy does not recommend that line managers give a personal reference but that if this is done that it is made clear that the reference is given in a personal capacity and is not sent from a Haringey email address or on Haringey letterheaded paper. In order to manage risks and in line with sector practice, the standard reference template gives factual information only such as dates of employment, reason for leaving, and details of outstanding disciplinary action or safeguarding concerns on file. A copy of the policy is attached at Appendix C.
- 7 Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities**
- 7.1 Finance**  
The Employee Supported Volunteering Policy proposes giving up to 3 days paid leave in a rolling year to employees who want to volunteer for a project within Haringey. There is no separate corporate budgetary provision for volunteering leave. Services are expected to cover the period of leave with existing resources,

with the timing of any leave agreed with line managers so as not to have a detrimental impact on the business needs of the service. There are no other financial implications arising from the contents of this report.

## **7.2 Corporate Governance**

The Head of Legal and Governance has been consulted in the preparation of this report, and makes the following comments:

The Committee has within its terms of reference the power To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.

There are no legal implications arising out of the report which would prevent the Committee from being able to adopt the Recommendation contained in the report.

## **8 Use of Appendices**

Appendix A – Employee Supported Volunteering Policy

Appendix B – Conflict of Interests Policy

Appendix C – Employment References Policy

## **9 Local Government (Access to Information) Act 1985**

Not applicable.





## **Appendix A**

# **Employee Supported Volunteering Policy**

May 2022

<b>Section</b>	
<b>1</b>	Introduction to the policy
<b>2</b>	Scope of the policy
<b>3</b>	Volunteering activity
<b>4</b>	The Time Available
<b>5</b>	Applying for Leave
<b>6</b>	Responsibilities
<b>7</b>	Legal Considerations

## 1. Introduction

- 1.1 In support of the Borough Plan and to realise the Council's ambition of a stronger and deeper connection between the Council, our employees, and our community, the Council encourages organisations to promote employee volunteering activities which benefit both our communities and employees themselves. Leading by example, we will provide the tools and support necessary for our employees to pursue volunteering opportunities - working with residents and partners to establish and highlight activities which support our goals.
- 1.2 In addition to the valuable contribution volunteering provides our communities it also gives employees a chance to have new experiences. This can help to develop skills, support wellbeing and provide a valuable insight into our communities which can be brought back into the workplace.
- 1.3 This policy provides the information for those who wish to take paid volunteer leave which meet the criteria in Section 3. Undertaking public duties is not covered by this policy. Additionally, managers are encouraged to support employees who volunteer outside of work (and outside of the scope of this policy), acknowledging the positive contribution this can have on our communities and their individual development.
- 1.4 Volunteer opportunities in Haringey can be found by going to the following link:  
<https://www.haringey.gov.uk/community/voluntary-sector>

## 2. Scope

- 2.1 This policy applies to Council employees who are not directly employed by schools. It enables employees to take paid time off to undertake volunteering during their normal working hours but it cannot be used to 'claim back' any time spent volunteering outside of these hours. This policy does not apply to agency workers or contractors.
- 2.2 Voluntary activity can be defined as: 'any activity that involves spending time[...] doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives' (National Council for Voluntary Organisations).
- 2.3 Central to this definition is that volunteering must be a choice freely made by each individual. Whilst employees will be in receipt of their contractual pay when volunteering (in line with this policy), they must not receive payment (apart from claiming expenses) from the organisation where they choose to volunteer. The Council strongly encourages employees to take up the opportunity provided by this policy.
- 2.4 The Council recognises the benefit of giving time to help local communities and Haringey as a whole. Employees can receive time off in addition to the main provisions of this policy for certain public service activities. Further information on the allowances provided for those who volunteer for Public Services can be found on the Human Resources intranet site.

### **3. The Volunteering Activity**

- 3.1 Volunteering leave must meet the three broad criteria set out below. When requesting paid volunteer leave employees must ensure these criteria are met before applying.
- 3.2 The volunteering opportunity must:
- contribute to an individual's personal development
  - support Haringey through contributing to the objectives of the Borough Plan and/or supporting our social value objectives.
  - benefit the organisation, either directly or by building the knowledge and experience of the workforce.
- 3.3 Volunteering activity will take place within the London Borough of Haringey.
- 3.4 Individual volunteering can cover a number of activities such as care work, conservation projects and fundraising. Opportunities do not necessarily need to be related to an employee's current role or skills, they can be a chance to try something new. Alternatively, employees may want to put their expertise to use (for example those from Digital Services, Legal) to help those who may not usually have access to specialist skills. Employees may also have skills or hobbies outside of work that would be beneficial.
- 3.5 Individuals are encouraged to find volunteering activities for themselves, and we will also use internal communications to highlight opportunities available. Council services such as the Community Hubs or Rough Sleeping Service may also welcome additional volunteers and these internal opportunities should also be explored.
- 3.7 Teams are encouraged to volunteer for projects as this will enable those who may not normally provide front line services to connect more with the local community and will assist in their team development. Team volunteering should also fulfil the three criteria and can be approved at the discretion of the Head of Service, taking account of organisational and service priorities.
- 3.8 Any expenses (e.g. travel/equipment costs) to be claimed as a result of volunteering must be agreed and raised with the 'host' organisation, the Council will not reimburse any expenses incurred. However, employees will be allowed reasonable access to Council resources e.g. printing and stationery to support their approved volunteering activity.
- 3.9 The council reserves the right to decline any volunteering activity if it has cause for concern. But specifically, we will not support:
- Volunteering activity that has or appears to be driven by any political or extremist view;
  - Any volunteering activity that presents itself as potentially bringing the council into disrepute.
  - Volunteering activity that the line manager believes could cause the employee a conflict of interest due to the nature of their job or wider service area.

## **4 Time Available**

- 4.1 Up to 3 days paid leave per rolling year is available to undertake volunteering work – pro rata for part time employees.
- 4.2 Employees can use their volunteer leave flexibly, for example one day at a time, half a day or a couple of hours. If less than half a day is needed, then the employee must return to work when they have finished, and the time taken will be deducted.
- 4.3 Employees will not be credited for time spent volunteering outside their normal working time unless an exception is agreed by the relevant Assistant Director.
- 4.4 Any leave not taken cannot be carried over, exchanged or used against anything other than volunteer work.

## **5 Applying for Leave**

- 5.1 Approval for leave rests with line managers. Before submitting any request this must be discussed with the line manager, detailing how the opportunity meets the criteria.
- 5.2 Reasonable requests for volunteer leave that meet the criteria will be approved. However, the request could be declined if:
  - There are health & safety concerns
  - The criteria are not met clearly e.g. no apparent benefit to the organisation and/or individual
  - There are concerns of the impact on the delivery of team/service objectives
  - There is a potential conflict of interest with the employee's role or the Council's interests e.g. political campaigning
  - The timing of the leave would have a detrimental impact on the business needs of the department. In these circumstances the employee and line manager are encouraged to identify revised dates for the volunteering leave.
- 5.3 If an individual feels that their request has been rejected wrongly then they can ask for a review by outlining their reasons in writing and sending this to the manager of their manager within 10 working days. Following this review there will be no further right of appeal.
- 5.4 Line Managers will record the leave on SAP as "Volunteering leave"

## **6 Responsibilities**

- 6.1 Employees are trusted to use this time for its purpose, any suspected instances of misuse will be investigated in accordance with the Council's disciplinary procedures. As representatives of the Council their actions will directly reflect on the organisation. As a result, all employees must act in line with the Employee Code of Conduct whilst using volunteering leave. Any concerns with an employee's conduct whilst volunteering will be investigated in line with the relevant Council disciplinary procedures.
- 6.2 It is the manager's responsibility to be satisfied that the employee has considered and accepted any risks associated with the proposed volunteering activity - the Council will not be liable for damages or injuries that occur whilst volunteering. It is the employee's responsibility to ensure that the host organisation has its own Public Liability Insurance in place as required. The host organisation is responsible for ensuring any required safeguarding checks are processed and in place prior to the start of the volunteering activity.

## **7 Legal Considerations**

- 7.1 Volunteers do not have the same rights as an employee or worker; they may have a volunteer agreement provided to them which explains:
- the level of supervision and support offered
  - what training will be received
  - whether a volunteer is covered under the organisation's insurance
  - health and safety issues
  - any expenses the organisation will cover.
- 7.2 The volunteer agreement is not compulsory, although it may set out what is expected it does not form a contract between the volunteer and the organisation. As a result, volunteers are not covered by employment legislation but, as members of the public, they are covered by relevant legislation such as health and safety and data protection laws.
- 7.3 Some organisations, for example, those working with children or vulnerable adults, may require their volunteers to undergo Disclosure and Barring checks. Such checks will normally be carried out by the voluntary organisation itself. The council will not conduct these checks for another organisation.
- 7.4 Concerns that volunteers may have in relation to the governance of the organisation, health and safety, data protection or harassment can be referred to external agencies. The National Council for Voluntary Organisations (NCVO) has further information on volunteers' legal status.

## Document Control

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Key Information	
<b>Title</b>	<i>Employee Supported Volunteering</i>
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<b>Document Status</b>	<i>For approval 27 June 22</i>
<b>Author</b>	<i>Chief People Officer</i>
<b>Owner</b>	<i>Chief People Officer</i>
<b>Contact</b>	<i>Head of Employment Transformation &amp; Reward</i>
<b>Approving body</b>	<i>Staffing &amp; Remuneration Committee</i>
<b>Date of Publication</b>	

Revision History			
Version	Date	Summary of Changes	Name

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## **APPENDIX B**

# **Conflict of Interest Policy**

Date: May 2022

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## **1 Purpose**

- 1.1 As an employer, Haringey starts from a position of trusting the professionalism of the staff it employs, and this trust underlies any attempt to handle questions which raise potential conflicts of interest. Yet the damage to the reputations of individuals and the Council caused by conflicts of interest could be considerable. The purpose of this Conflict of Interest policy is to protect Haringey Council and its employees, agency workers, self-employed contractors or any workers against conflicts of interest and allegations of impropriety, providing a robust and well understood framework for managing, and dealing with, conflicts of interest. It is in line with the seven principles of Standards in Public Life established by the Nolan Committee.

The policy sets out the council's responsibilities in relation to maintaining a register of the Declarations of Conflict of Interests and also establishes the council's expectations of its employees, agency workers and contractors where a conflict of interest, or a perceived / potential conflict of interest, arises.

If there is, or is likely to be, a conflict then this policy sets out a process so that reasonable steps can be taken to protect Haringey Council's interests and to protect the employee, agency worker or contractor from challenge or allegations of wrongdoing or bias. Compliance with this policy helps the Council demonstrate good governance and transparency.

Details of the Council's policy relating to acceptance of Gifts and Hospitality is given in Appendix 5 of the Anti-Fraud and Corruption Strategy & Policy which can be found on the HR intranet page.

## **2 Scope**

- 2.1 The Conflict of Interest Policy applies to all council employees, agency workers and contractors working within the council. It does not apply to teachers directly employed by the council, nor to staff appointed by schools operating under local management of schools, which operate under their own conventions.

For employees, this policy operates in conjunction with the Employees' Code of Conduct and the Disciplinary Policy and Practice Notes.

## **3 Definitions used in this Policy**

In this policy a “relevant person” means a spouse, partner, friend, relative, business or business associate of the employee, agency worker or contractor.

A “relative” is taken to mean either a blood relative of the employee, agency worker or contractor or their sister, brother, mother, or father-in-law, a relative through an adoptive relationship or relatives of their partner.

“Business” means any company, partnership, directorship or other business arrangement in which the individual has an interest, whether in the form of shares, dividends, bonds, or otherwise and where the value of that interest exceeds 5% of the value of the business. Business also includes any business in which the employee is employed.

“Business Interest” and “business relationship” shall be construed accordingly.

“Business Associate” means a person with whom the employee has a business relationship.

#### **4 What is a Conflict of Interest?**

“A conflict of interest involves when a person has a public duty and a private interest (employee, worker or contractor outside work) in which the individual's private-capacity interest could improperly influence the performance of their official duties and responsibilities.”

- 4.1 A conflict of interest can also be perceived and this can be just as significant as an actual conflict of interest. A perceived conflict of interest exists where it could be perceived, or appears, that private-capacity interests could improperly influence the performance, duties and responsibilities of an employee, a worker or a contractor. It may pose no actual risk to the conduct of public business, but it requires proper management in order to minimise the risk of reputational damage to the organisation and the individual(s) concerned.
- 4.2 The contract of employment imposes a duty on the employee not to act in a way that is contrary to the interests of the Council, and not to allow their own personal interests or those of other relevant persons to come into conflict with their employment.

If the employee, agency worker or contractor or other relevant person either has -

- Paid work in addition to their contract with the Council
- Some other financial interest
- Other pecuniary involvement
- A voluntary interest outside work

- Directorship of a company
- Partnership with outside parties

that has the potential to bring the employee, agency worker or contractor (“the individual”) into conflict when carrying out their work at the council, then it must be declared before the contract begins, or as soon as the conflict is recognised during employment or the contract. This declaration must be made by the individual completing and submitting a Declaration form no later than one calendar month of them being made aware of the potential or actual conflict of interest. In most cases however, it will be possible to declare a conflict of interest before entering an arrangement in which it could arise.

#### 4.3 Examples of situations that may cause actual or potential conflict of interest (this list is not exhaustive):

- An employee working in a team responsible for receiving and granting grant applications to local voluntary groups who has also been elected as Treasurer of a group based in Haringey that is making a bid for a council grant. This would give rise to a clear conflict of interest which must be declared to the line manager and a Declaration form completed. If the voluntary work is with an organisation based outside Haringey, then there is no potential conflict as any grant applications made will be considered by another authority.
- If an agency worker is taken on to deal with invoice payments who also works for a locally based company providing a service to the council. If the worker would be responsible for authorising invoice payments to company, then there is a clear conflict of interests that must be declared.
- An employee’s spouse invited to become Chair of Governors of a Haringey maintained school and the employee work in the Governing Body team in Haringey, the line manager must be told and a Declaration form completed. If the school is based in another borough or is an Academy there is no conflict and a declaration would not be required.
- If a member of an employee’s family joins the council on an employment or agency basis, and the employee is managing the team in which the worker is based, there is a clear conflict which must be notified to the manager and a declaration completed. They should not take part in any recruitment or appraisal process. The manager may decide in this situation to either move the worker to another team or to end their contract.
- A close personal relationship develops between the manager and an employee or between any other manager and an employee. The senior manager will need to consider alternative line management arrangements or the operational difficulties that may arise and how these may be managed.

- An employee requests permission to take on additional paid work outside their contracted working hours. For example, an employee asks to take on additional work on two evenings a week. Providing that the total number of hours worked across both jobs is less than 48 hours a week, the request can be considered. To do this, a Request for Additional Paid Work must be completed and considered by the manager and submitted to the line manager. Requests that are received from those at, or below, Scale 6, are likely to be agreed as the additional work is unlikely to conflict with their Haringey employment. Requests from all other employees will be considered on a case by case basis.
- Being a Director of a company, whether or not this company has any activity with the council.

The employee, agency worker or contractor should always disclose an activity if they are in doubt about whether it represents a conflict of interest.

## **5 When should a Declaration be made**

Employees and agency workers are responsible for submitting a new Declaration as soon as their circumstances change. A copy of the Declaration of Conflict of Interest form is included at Appendix 1 (Employee) and at Appendix 2 (Agency worker) and is available on the HR Forms page of the intranet.

### **5.1 New employees**

All new employees will be required to complete a Declaration of Conflict of Interest form as part of their pre-employment checks, the Declaration will form part of the Contract of Employment. If a new starter declares a conflict of interest, the details will be added to the Register of Conflict of Interests and the HR Compliance Team will alert the recruiting manager so that the process outlined in Section 7 may be followed.

### **5.2 Agency Workers**

Agency workers and contractors will be required to complete the Declaration as part of the application process. Recruiting Managers are responsible for checking the application documents for potential agency workers which are sent to them on the Matrix system and if the preferred worker has declared a conflict of interest, the line manager should inform the HR Recruitment Team. An informal discussion should be had with the worker, the HR Recruitment Team and the line manager before a decision can be made about whether or not a contract can be offered. Details of conflict of interests declared by agency workers will be available from a report run by Matrix.

### **5.3 Existing employees**

Employees on the Senior Manager pay grades will be asked to complete a new Declaration Form every two years. Details of declared interests will be added to the Register.

Other employees will be reminded every two years to complete a Declaration if their circumstances have changed during the year and they have not already done so.

## **6 Confidentiality**

Confidentiality of information will be maintained at all times. Access to the Register by a third party will only be permitted with the approval of the Chief People Officer and where a legitimate reason for the request is given and/or where the person making the request has a lawful reason to inspect the Register.

## **7 If a conflict of interest, or potential conflict of interest is identified**

### **7.1 Informal Resolution**

Where such an actual or apparent conflict of interest occurs, or is about to occur, the individual must make their line manager aware and take all reasonable steps to prevent the conflict from arising or continuing. This may include resigning from external positions or relinquishing external roles or employment and ensuring that the Declaration form is completed and submitted so that details can be included on the Register.

As soon as the conflict or potential for a conflict of interests is known, the Declaration of Conflict of Interest form must be completed and will be sent automatically to the line manager. The Assistant Director will give the final decision by signing the form (an electronic signature is acceptable) and if a clear conflict is identified, a meeting will be arranged with the individual and with their line manager to explore how the conflict can be resolved. This may include temporarily re-assigning work or withdrawing permission to undertake outside voluntary or paid employment.

### **7.2 Formal Resolution**

If it is discovered that an employee or relevant person has benefited from a decision that the employee has made or been involved with, either on a monetary or pecuniary basis, then it should be fully investigated and may be dealt by the manager as a disciplinary offence in accordance with the Council's Disciplinary Policy and Practice Notes or in accordance with the Anti-Fraud & Corruption Policy and a possible breach of the Employee Code of Conduct.

Criminal sanctions may apply where an abuse of position has occurred or where an employee or a relevant person has gained a pecuniary advantage.

In the event the situation involves an agency worker the Head of HR Talent and Resourcing must be informed before a contract is ended. It may be necessary for HR to inform the agency worker's agency of the conflict.

If a conflict of interest arises for any other category of contractor or worker, a discussion must be arranged with them to determine how best to resolve the situation. If this is not possible, the contract can be ended or the company providing the contractor notified and another contractor appointed. The relevant manager must keep documents relating to the discussion and decision for a period of 2 years.

## **8 Penalty for failing to disclose a conflict or potential conflict of interest**

The Bribery Act 2010 makes it an offence for an employee to give advantage to someone in return for favours in relation to the Council's business.

The Local Government Act 1972 (Section 117) requires that employees notify the authority in writing of any direct or indirect financial interests which they have in any Council contracts, or proposed contracts, of which they become aware. A breach of Section 117 is a criminal offence subject to a fine.

Failure to complete a Declaration of Conflict of Interest form when either -

- It is apparent to the employee, agency work or contract that a conflict of interest has or has the potential to occur
- When requested to do so by a senior manager
- When required to do so by HR as a condition of employment

may result in disciplinary action being taken.

## **9 Undertaking Additional Work**

9.1 Council employees must not work for any other organisation or provide services to anyone during the hours when they are contracted to work for the Council unless prior approval of the Assistant Director has been given. This includes both paid work and unpaid voluntary work. Carrying out any additional paid work or unpaid work is not permitted when you are on sick leave or on suspension.

9.2 Employees who are graded at Scale 6 or below, will usually be permitted to undertake additional work outside of normal working hours but should seek permission before doing so. However, this work must not conflict with, or act detrimentally on, their paid



work for the Council, or on the wider interests or image of the Council, and they should be aware of their responsibilities under the Working Time Regulations, and for taking rest breaks from work. Anyone above Scale 6 must seek permission before undertaking any work outside their contracted hours by completing the Additional paid work request form.

- 9.3 When the additional work being undertaken comes to an end, the request form must be updated with the end date of the work and resubmitted. A copy of the form is attached at Appendix 3.

## 10 Links to other policies

- Employee Code of Conduct
- Disciplinary Policy & Disciplinary Policy Practice Notes

## Document Control

Key Information			
Title		<i>Conflict of Interest Policy</i>	
Document Type		<i>Policy</i>	
Document Status		<i>For approval 27 June 2022</i>	
Author		<i>HR Employment &amp; Reward Manager</i>	
Owner		<i>Dan Paul, Chief People Officer</i>	
Contact			
Approving body		<i>Staffing &amp; Remuneration Committee</i>	
Date of Publication			
Date of Review			
Revision History			
Version	Date	Summary of Changes	Name

# APPENDIX 1

## **Declaration of Conflict of Interests Form (Employee)**

The public is entitled to demand conduct of the highest standard from employees of the Council. Council employees have an obligation to avoid conflicts between their private interests and their duty to the Council, particularly where this could react detrimentally to the Council's interests, or in any way weaken public confidence in the conduct of the Council's business.

This declaration of interests by each employee enables the Council and its employees to avoid unjustified suspicions about individuals' influences and motives. It also provides a publicly recognised system for better maintaining proper standards of conduct and ensuring that there is no impropriety in the Council's internal and external dealings.

The forms will be held in confidence on the employee's personnel file, accessible only by appropriately authorised officers. A summary of all employee interests is also held, confidentially, by the Head of HR Operations.

<b>Your name</b>	
<b>Your job title</b>	
<b>Your line managers name &amp; job title</b>	
<b>Directorate / Service Area</b>	
<b>Details of the external interest</b> Please read the Policy carefully and provide as much detail as possible.	
<b>Your signature &amp; date;</b>	
<b>Line manger's signature &amp; date:</b>	
<b>Asst. Director or Director's signature &amp; date</b>	
<b>When authorised please provide a copy of the completed form to Human Resources by uploading the form onto the Halo portal for inclusion in the register</b>	



## **APPENDIX 2**

## **Agency Conflicts of Interests Declaration Form (Agency Worker & Contractor)**

To provide protection for Haringey Council against conflicts of interest and allegations of impropriety in line with the seven principles of Standards in Public Life established by the Nolan Committee. We are asking you within this form to provide details of any potential conflicts of interest.

“A conflict of interest involves when a person has a public duty and a private interest (employee, worker or contractor outside work) in which the individuals private-capacity interest could improperly influence the performance of their official duties and responsibilities.”

### **Guidance Notes: Completing a Conflicts of Interest Declaration Form**

#### **1. What is a 'Declaration of Conflict of Interest'?**

It is sometimes called a Conflict of Interest. It means that if you or a member of your immediate family (i.e. partner, child, parent or sibling) either has a job, or some financial involvement (, or another outside interest that has the potential to bring you into conflict when carrying out your work at the council, then you must declare it.

#### **2. What type of information do I have to declare?**

Examples of the type of situation that would give rise to a declaration being made are:

- If you are working in an area that gives out grants to local voluntary groups and in your life outside work you are elected as Treasurer of a group based in Haringey that is making a bid for a council grant.
- If your partner works for a locally based company who have won a contract to provide planning advice and expertise to the council and you are responsible for authorising all payments to the partner agencies
- If you are invited to become Chair of Governors at your child's school in Haringey and you work in the Governing Body team in Haringey, you must declare a conflict of interest
- If a member of your family or close friend is assigned to the council on a short-term work placement that you manage.
- If you own a property in Haringey you should consider whether there are any potential conflicts, for example if you are making a planning application or if you are a landlord of the property

- If you own or joint own a property in Haringey and you let it through a Letting Agent in the borough
- If you are the owner or joint owner of a business in Haringey, paying business rates to the council.

This list isn't exhaustive, and we encourage you to declare any potential conflicts of interest.

### 3.Nothing to Declare?

If you have nothing to declare please enter Not Applicable, NA or Nothing to declare as a response is required from everyone.

### 4.Updates to Conflicts of Interest?

Upon joining Haringey or indeed at any time a conflict of interest is identified you must update this form and notify your manager immediately.

<b>Your Name</b>	
<b>Details of Conflicts of Interest Declaration</b>	
<b>Signature</b>	
<b>Date</b>	

## APPENDIX 3

### Additional Paid Work Request

As a Council employee you must not work for any other organisation or provide services to anyone during the hours when you are contracted to work for the Council unless you have prior approval of the Director or Assistant Director. This includes both paid and unpaid voluntary work, neither must you take on any additional paid or unpaid work when you are on sick leave or on suspension.

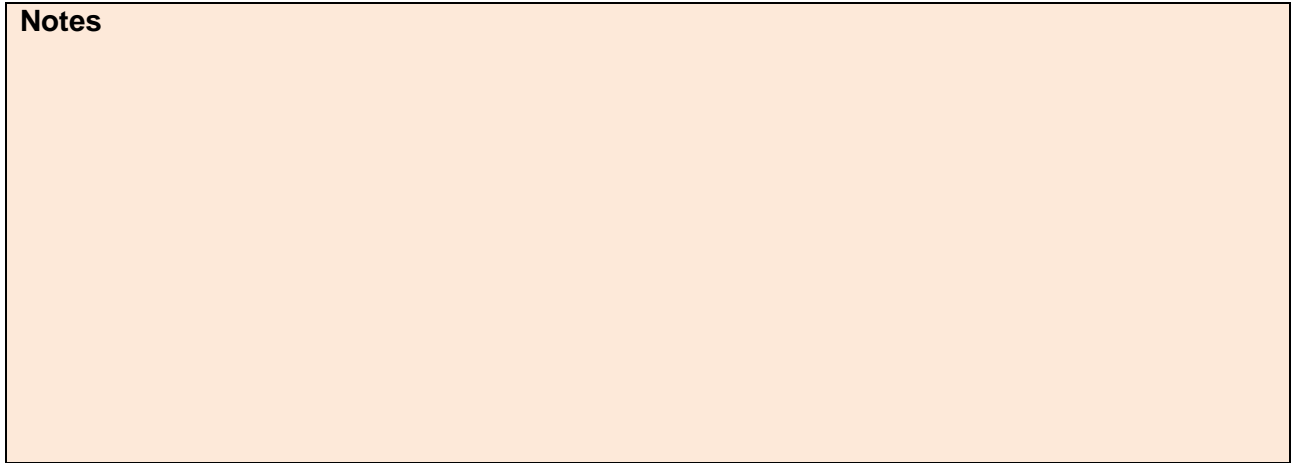
If you want to take on additional work outside of your normal contracted working hours then you must have the prior approval of your Director or Assistant Director. If you are graded Scale 6 or below, you will usually be permitted to undertake additional work outside of your normal working hours. Such work must not conflict with or act detrimentally with the interests of the Council or your work or impact on the image of the council.

If your circumstance change any time, it is your responsibility to inform your line manager, as not doing so may render you liable to disciplinary action.

<b>Employee Name:</b>	
<b>Job Title:</b>	
<b>Current grade:</b>	
<b>Type of additional work</b> (Please indicate)	<input type="checkbox"/> Paid <input type="checkbox"/> Voluntary
<b>Details of additional work to be undertaken</b>  Please state the hours to be worked, the regularity and type of work to be undertaken	
<b>Anticipated start date:</b>	
<b>Confirmed end date of additional work</b>	

<b>Directorate/Service Area:</b>			
<b>(Line manager Details)</b> <b>Name and Job Title:</b>			
<b>(Director/Assistant Director)</b> <b>Name and Job Title:</b>			
<b>Request Approved</b> (approval by Director/Assistant Director)		<input type="checkbox"/> <b>Approved</b> <input type="checkbox"/> <b>Not Approved</b>  <b>Other Comments:</b>	
<b>Signature:</b> <b>Assistant Director / Director</b> (an electronic or written signature is required)			<b>Date:</b>
<b>Employee signature:</b> (an electronic or written signature is required)			<b>Date:</b>
<b>When authorised please provide a copy of the completed form to Human Resources by uploading the form onto the Halo Portal</b>			
<b>(Human Resources Use Only)</b>			
<b>Record on central register</b>		<b>File copy on HR records</b>	

**Notes**

A large, empty rectangular box with a light beige background and a thin black border, intended for taking notes.



# APPENDIX C

## Employment References Policy

May 2022

Contents

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**Appendix 1**

**Standard pro-forma**

## 1 Purpose

This policy is designed to give clear guidance for employees and managers about who should receive and respond to a reference request for a former or current employee, as well as guidance on the process that for requesting a reference for an individual who has an offer of employment with the Council.

## 2 Scope

This policy applies to all permanent or fixed term council employees, except those based in Schools who have their own process. This policy does not cover agency, interim or consultant workers.

An agency worker may request a reference to be provided by Matrix (the Council's contracted master vendor for all agency workers). Matrix will then arrange for a reference to be provided. As agency workers are not council employees, there is no requirement for a reference to be provided by us, references should be provided by their agency who is their employer.

## 3 Who can provide a reference

It is important that when providing a reference that the information is true, accurate and fair. This service is provided by the HR team who are the only authorised persons who are able to provide written references on Haringey's behalf.

If an employee is asked to provide the name and contact details of a referee they should provide details of the HR Team at [humanresources@haringey.gov.uk](mailto:humanresources@haringey.gov.uk) who can provide an employment reference.

Service managers are not permitted to provide references on behalf of the Council for existing or for previous employees. How to deal with a request for a personal reference which is sent to a named individual for completion is covered in Section 6.

If a reference request is received from an external employer the standard reference will be provided unless an agreed reference as part of a settlement agreement is in place.

## 4 Standard (Corporate) Employment Reference

The council will provide a standard reference in all cases except where a reference has been agreed as part of a settlement agreement (see Section 5). In these cases, the agreed reference will be used in response to all requests.

The standard reference will be limited to:

- The capacity in which the employee was (or still is) employed, i.e. job title
- Dates of their employment
- In the event that Haringey has a concern about practice or behaviour involving children, young people or vulnerable adults which has led to either a report to Social Work England (SWE) or other relevant professional body OR there has been a sanction under the disciplinary/capability policy, the facts of this would be disclosed during the reference process as a safeguarding concern.

The reference will explain that is the Council's policy to respond to requests for information in a standard format. The standard reference will be provided using the standard pro-forma attached at Appendix 1.

The individual dealing with the reference request should ensure that the individual to whom the request for the reference relates has given their written consent for a reference to be provided. If the person dealing with the request has any doubts about whether or not the individual has given their consent, they must contact the individual to check whether or not they want a reference to be provided.

## **6 Personal References**

The Council does not recommend that an individual council officer provides a personal reference. Where an individual is contacted and asked to provide a personal reference, it is up to the individual to decide whether or not to comply with the request.

If the decision is to give a reference,

- it must not be sent from a council computer, mobile phone, tablet or other device.
- it must clearly state that it is being given in a personal capacity and that it does not reflect the views or opinions of the council.
- it must not be sent on Haringey headed paper.
- It must not be sent via a Haringey email address.

## **7 Agreed References**

A reference may be previously agreed if it is provided as part of a settlement agreement and only this reference should be used for all future requests.

The council reserves the right in any settlement agreement to disclose information that they may be obligated to disclose under any statutory duty. If safeguarding responsibilities come to light after the settlement has been signed, then the council has an obligation to disclose these in addition to the agreed reference.

## **8 Confidentiality**

All references are confidential documents and only those that are necessary and relevant will be involved in providing references. They must not disclose the content of a reference to anyone who is not a party to the process. If the employee who is the subject of the reference being sent to another organisation requests a copy, they must be provided with one.

The council may also be required to disclose a reference in certain circumstances as required by law or if an employee or ex-employee submitted a Subject Access Request then an employment reference which had been provided either by HR team, or by an internal manager may be disclosed. A reference provided to the council from an external organisation could not be disclosed in this circumstance and in this situation the individual the reference is about would need to contact the referee who provided the reference.

## **9 Requesting a Reference for a job with Haringey**

Where an offer of employment with the Council has been made to an individual, references will be sought in line with our Recruitment Policy. In addition, where a role requires an employee or an agency worker or contractor to work in an unsupervised capacity with children or vulnerable adults, appropriate checks concerning their past employment must be made before a job offer can be made.

In addition to an employment reference asking for details of any safeguarding or practice concerns, the following must also be done:

- The interview panel should use the interview to ask for details and reasons for any gaps in the candidate's employment history.
- The HR Compliance team will ensure relevant DBS checks are carried out. The DBS Policy gives further details of this process and of the steps to take if a check is unsatisfactory.
- If the individual is applying for a role as a qualified Social Worker, the HR Compliance team will check the Social Work England register (or equivalent register for Scotland, Wales or Northern Ireland if relevant) to confirm their registration status.
- If the individual is applying for a role as a Occupational Therapist, the HR Compliance team will check the Health and Care Professions Council register

## Document Control

Key Information	
<b>Title</b>	<i>Employment References Policy</i>
<b>Document Type</b>	<i>Policy</i>
<b>Document Status</b>	<i>For approval 27 June 2022</i>
<b>Author</b>	<i>HR Employment &amp; Reward Manager</i>
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<b>Contact</b>	
<b>Approving body</b>	<i>Staffing &amp; Remuneration Committee</i>
<b>Date of Publication</b>	
<b>Date of Review</b>	

### Version Control

Version	Date	Summary	Name

## **APPENDIX 1: Reference Request from Haringey for New Candidates**

### **Private & Confidential**

### **Reference request**

Dear

#### **Candidate Information**

**Name**

**Post Applied for**

**Directorate**

The above named has applied for the above post, has provided your contact details and permission to request a reference from you.

Please complete the reference request as soon as possible as their appointment cannot be completed until all references have been received.

#### **Please confirm their:**

Job title (Current or At time of leaving)

Employment Start Date

Employment End Date

Reason for leaving

Comments (Optional)

Please do contact us if you have any queries on X or X

Yours sincerely

HR Compliance

## Reference Request from Haringey for Current or Ex Employees

### Private & Confidential

#### Reference for Ex/Employee Name

Dear

Please find the reference for NAME as requested on xxx by xxx .

We confirm the following:

Job title (At time of leaving)

Employment Start Date

Employment End Date

Reason for leaving (If known)

Salary (if a Mortgage or Rental)

Comments (Optional)

Please do contact us if you have any queries on X or X

Yours sincerely

HR Operations



**Report for:** Staffing & Remuneration Committee, 27 June 2022

**Title:** People Report – March 2022

**Report authorised by:** Dan Paul, Chief People Officer

**Lead Officer:** Karen Gooday, Head of Employment, Reward & Transformation

**Ward(s) affected:** N/A

**Report for Key/  
Non Key Decision:** N/A

**1. Describe the issue under consideration**

The People Report is designed to give officers and members relevant workforce data in an easy-to-understand format in order to support informed strategic decision making.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

The Report is for information and for the Committee to note.

**4. Reason for Decision**

Not applicable.

**5. Alternative Options Considered**

Not applicable.

**6. Background information**

The People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers, sickness absence and Apprentices as shown in Appendix A.

**6.1. People Report Headlines**

6.1.1 In March 2022 the established workforce increased slightly by 0.3% since December 2021, which has resulted in a 3% increase in our base pay bill during this reporting quarter. Additionally, costs have increased due to the implementation of April 2021's pay award.

6.1.2 The total percentage of agency workers as a portion of the total workforce has remained stable at 18.5% for the last two quarters.

6.1.3 As noted at the last committee we have moved to the Matrix system for all temporary agency workers. This allows for improved analysis and reporting of our data for agency and off payroll workers (interims/ consultants). The Cabinet Member at the time agreed a change to the criteria for reporting on these

categories. We will now be reporting as a separate category in the People Report those workers on equivalent day rates of over £500. This is based on the total cost to the Council of the worker.

- 6.1.4 Due to the change in criteria and move to the Matrix system we are unable to provide a comparison for the previous quarters. However, we will be in a position to provide future comparisons going forward.
- 6.1.5 We currently have 64 'off payroll' workers who have a day rate of over £500. This figure also includes 45 LGRP workers and 4 from other frameworks who were migrated across to the new system in January 2022. There were issues with data collection during the transition from Hays, and thus this information was not reported in September or December 2021. In June 2021, these workers were included in the overall agency numbers reported. Whilst the report shows an increase in agency spend compared to the last period, this is due to these data issues (now resolved). The current level of agency spend is broadly stable compared to the last directly comparable period, June 2021.
- 6.1.6 During the last rolling year period 47% of new starters were aged under 40 years old, a decrease of 1% since the previous rolling year. 41% of leavers were also from this age group, a 1% decrease when compared to the previous rolling year period.
- 6.1.7 All sickness rates have increased during this reporting period when compared to previous quarters during the financial year of 2021/22. The number of average sickness days of 9.7 is higher than that of the Council's target of 6 days.
- 6.1.8 During the last rolling year period, we have had 266 members of staff absent with COVID or Long COVID. Further breakdown as follows: total FTE days taken sick as 3014.9 average length of time absence for each individual period was 8.4 FTE days and number of periods of absence was 360.
- 6.1.9 In March 2022 the number of apprentices have reduced as a result of employees completing pausing programmes and others completing their programmes.
- 6.1.10 Homes for Haringey transferred into the Council on 1<sup>st</sup> June 2022, therefore future People Reports will be reflective of this change.

## **7. Contribution to strategic outcomes**

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

The production of this report will complement the reports produced by Finance to give officers and members a set of management controls that will help track the reduction in the workforce, both on and off payroll; and the associated spend across the Council.

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers, and performance management exercises.

**8. Statutory Officers' comments (Chief Finance Officer (including procurement), Head of Legal and Governance, Equalities**

**8.1 Chief Finance Officer**

This report recommends Committee to note the changes in the workforce from December 2021 to March 2022. The impact of these changes has already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report.

**8.2 Head of Legal and Governance**

No legal implications noted.

**9. Use of Appendices**

Appendix A - People Report (March 2022)

**10. Local Government (Access to Information) Act 1985**

Not applicable.

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## People Report

March 2022

Appendix A



Measure	Data Period	Reporting Period				Status	% Change Dec 2021 to Mar 2022
		Jun 2021	Sep 2021	Dec 2021	Mar 2022		
<b>Established Workforce</b>							
Headcount	M	2449	2476	2562	2570	↑	0.3
FTE	M	2212.8	2241.7	2296.5	2310.8	↑	0.6
Cost base pay - monthly (£000)	M	£7,221	£7,307	£7,408	£7,627	↑	3.0
Cost base pay - annualised (£000)	M	£86,652	£87,685	£88,896	£91,524	↑	3.0
Average cost per FTE (£000)	M	£39.2	£39.1	£38.7	£39.6	↑	

**Off Payroll Workforce - Agency (from March 2022 excludes £500+)**

Headcount	M	642	646	611	640	↑	4.7
FTE	M	572.3	542.5	502.3	546.8	↑	8.9
Cost - monthly (£000)	M	£3,328	£2,365	£2,400	£2,724	↑	13.5
Cost - annualised (£000)	M	£39,936	£28,382	£28,800	£32,688	↑	13.5
% Agency of total workforce	M	20.5	19.5	18.5	18.5	→	

**Off Payroll Workforce - Interims & Consultants (£500+)**

Headcount	M				64		
FTE	M				47.7		
Cost - monthly (£000)	M				£630		
Cost - annualised (£000)	M				£7,560		

**Total Workforce (Established + Agency/Consultants/Interims)**

Headcount	M	3091	3122	3173	3274	↑	3.2
FTE	M	2785.0	2784.2	2798.9	2905.3	↑	3.8
Cost - monthly (£000)	M	£10,549	£9,672	£9,808	£10,981	↑	
Cost - annualised (£000)	M	£126,588	£116,067	£117,696	£131,772	↑	

**Leavers**

Headcount	RY	248	282	306	331	↑
FTE	RY	222.1	259.2	274.0	300.6	↑
% Resignation/ Retirement	RY	81	81	83	83	→
% TUPE	RY	0	0	0	0	→
% Redundancy	RY	6	7	5	5	→
% Other	RY	13	12	12	12	→
No. Leavers Aged <40	RY	113	116	130	135	↑

**Starters**

Headcount	RY	438	456	439	428	↓
FTE	RY	419.8	412.7	383.0	376.1	↓
% Permanent appointments	RY	65	68	73	70	↓
% Fixed term appointments	RY	33	30	26	29	↑
% Temporary appointments	RY	2	2	1	1	→
No. New Starters Aged <40	RY	219	206	211	201	↓

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

## People Report

March 2022

Appendix A



Measure	Data Period	Reporting Period	% Change
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### Sickness Absence

		Jun 2021	Sep 2021	Dec 2021	Mar 2022	Status
Sickness rate (average days)	RY	7.3	8.5	9.0	9.7	↑
Long term sickness rate (20+ days)	RY	5.0	5.7	6.0	6.5	↑
Short term sickness rate (<20 days)	RY	2.3	2.8	3.0	3.1	↑
Sickness cost (£000)	RY	£2,101	£2,241	£2,454	£2,747	↑

### Apprentices

		Jun 2021	Sep 2021	Dec 2021	Mar 2022	Status
Adults & Health	M	7	13	14	9	↓
Children's Services	M	5	9	8	7	↓
Customers, Transformation & Resources	M	24	30	31	29	↓
Environment & Neighbourhoods	M	16	20	17	10	↓
Finance	M	8	8	9	7	↓
Housing, Regeneration and Planning	M	12	12	13	13	→
Legal and Governance	M	0	0	0	0	→
No. Apprentices	M	72	92	92	75	↓

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

**Report for:** Staffing and Remuneration Committee, 27 June 2022

**Title:** Workforce Wellbeing Strategy

**Report authorised by:** Andrew Meek, Head of Organisational Resilience

**Lead Officer:** Daria Polovina, BECC Manager

**Ward(s) affected:** None

**Report for Key/  
Non Key Decision:** Non-Key

### 1. Describe the issue under consideration

The issue under consideration is the wellbeing of the Council's workforce and the Workforce Wellbeing Strategy 2022-2025.

The vision of the Workforce Wellbeing Strategy 2022-2025 is for Haringey Council to be a compassionate, respectful and inclusive workplace where staff wellbeing is protected, promoted and supported.

The strategy focuses on five key priorities developed from the London Healthy Workplace Award and from academic literature around wellbeing:

- Corporate support for wellbeing
- Mental health and wellbeing
- Physical health and wellbeing
- Economic wellbeing
- Interpersonal and community wellbeing

The Strategy address six key challenges for Haringey's workforce, as developed through engagement and consultation with our staff:

- Flexible working
- Wellbeing as part of our workplace culture
- Engaging with community-facing staff
- Equalities, diversity and inclusion
- Current sickness absence levels
- Value for money

The Strategy has been developed through extensive engagement and consultation with the Council's workforce (as detailed in Section 6) and with reference to quantitative and qualitative literature and research related to wellbeing, and wellbeing at work.

### 2. Recommendations

This report asks the Staffing and Remuneration Committee to approve the implementation of the Workforce Wellbeing Strategy 2022-2025.

### 3. Reasons for decision

Haringey Council as an employer has a duty of care for its workforce, and it is therefore important to support the wellbeing of everyone who works at Haringey.

A good Workforce Wellbeing Strategy has several benefits for both the workforce and the organisation, namely:

- A culture that's healthier and more inclusive
- A workplace with improved performance, development, productivity and success
- An organisation which attracts new people and engages, motivates and retains current employees
- A workplace with lower sickness absence

A good Workforce Wellbeing Strategy is one key way for Haringey to achieve its Borough Plan outcome to be a 'healthy and resilient workforce' and achieve its commitment to:

- 'Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services
- Develop a culture where staff feel supported to respond and adapt positively to change'

A good Workforce Wellbeing Strategy enables the Council to be an exemplar of good working practice in the Borough and indeed among other local authorities. The Council could therefore encourage other employers, within the borough and beyond, to consider and broaden their wellbeing offer and support to their employees.

#### 4. Alternative options considered

##### **Alternative option 1: Not to develop a Workforce Wellbeing Strategy**

This option was rejected. The Council has a clear duty of care towards its staff. Having no Workforce Wellbeing Strategy for the coming years would signal that the Council has no interest in taking its duty of care obligations seriously, nor in addressing the wellbeing concerns of its staff.

No Workforce Wellbeing Strategy could also be seen as a reputational risk and open the Council up to claims of being a 'bad employer'. This in turn would affect our ability to recruit, retain and motivate the staff we need to serve our residents.

##### **Alternative option 2: Developing an interim Workforce Wellbeing Strategy focused on the three pillars of the London Healthy Workplace Award (LHWA) (corporate support for wellbeing; mental health and wellbeing; healthy lifestyle promotion).**

This option was rejected. The Council has engaged with, and continues to value the London Healthy Workplace Award, which is a scheme led by the Mayor of London. The Council achieved 'Excellence' in 2018 under this scheme. Given the maturity of the Council's efforts in relation to wellbeing, an 'interim' Workforce Wellbeing Strategy focused solely on the three pillars of the LHWA taken as an 'off the shelf' wellbeing agenda is not longer suitable. The proposal in this report builds on learning and approaches within the LHWA but considers



our local context and the priorities and issues identified through engagement with our workforce.

## 5. **Background information**

The World Health Organisation defines wellbeing as a state in which an individual can:

- Realise their own potential
- Cope with normal stresses
- Work productively
- Contribute to their community

Our wellbeing can be influenced by many factors. Each of our individual wellbeing priorities, challenges and needs are different. They can, and often do, change over time. Measuring wellbeing from a workplace perspective is challenging. An individual's wellbeing at work, and outside of it, is influenced not only by their own characteristics, but also by those of the job and the workplace in which they are employed.

Workplace wellbeing tends to be higher when people have:

- Variety in and autonomy over their work, and clarity about what is expected of them
- A supportive environment and opportunities to develop skills
- Positive interaction with managers, co-workers and customers or clients
- A perception of fairness in the workplace, both in terms of how the employee is treated themselves and also how their co-workers are treated, and confidence in disciplinary and grievance procedures
- A sense of safety and security – including physical security and the safety of work practices as well as good pay, job security and clear career prospects
- A sense of significance in their job and its value to society and to their organisation
- A sense of inclusion and belonging within their workplace

The Council's most recent strategy related to workforce wellbeing was the [Workforce Health and Wellbeing Strategy 2015-2018](#). The strategy proposed three main priorities: reducing obesity, improving healthy life expectancy and improving mental health and wellbeing. It greatly contributed towards the Council's achievement of the Workplace Wellbeing Excellence Award in 2018.

In 2019, work started on a new workforce wellbeing strategy. This strategy was near completion just as the COVID-19 pandemic struck. Given the Council's pandemic-related priorities at that time, this work was put on hold in order to be able to respond to the COVID-19 crisis.

Work on the Workforce Wellbeing Strategy was then picked up again in September 2021. By this point, given the disruption that COVID-19 had created in people's everyday life, it was clear that the council's workforce had a new set of wellbeing challenges and priorities.

Our new Workforce Wellbeing Strategy 2022-2025 aims to build on the success of the work done in 2018 to achieve Excellence via the London Healthy Workplace Award (LHWA). Indeed, we are keen to measure our success via

the LHWA once again, and have incorporated elements of the LHWA three pillars (corporate support for wellbeing, mental health and wellbeing and healthy lifestyle promotion) in our conceptualisation of wellbeing.

However, our new strategy also recognises that wellbeing has dimensions to it beyond mental and physical health – the two dimensions most readily associated with wellbeing. Our new strategy also looks considers economic wellbeing and community / interpersonal wellbeing as key dimensions of wellbeing.

The Strategy has been developed through a broad range of engagement and consultation with Public Health, staff equality networks, unions, HR, Homes for Haringey (prior to their insourcing move), Library Service Stakeholders Group, and other teams and colleague across the Council.

Where possible, the Strategy has made use of the Council's Employment profile data and other published evidence (from think tanks, academic literature, the ONS) to substantiate its recommended approach to workforce wellbeing.

The strategy also outlines a high-level corporate action plan to support the implementation of key wellbeing activities across the organisation.

The Strategy clearly outlines the organisation's wellbeing vision and where we want to be. Corporate outcomes and measures have been defined but corporate-wide data regarding wellbeing is not yet quite robust enough to support detailed measures. However, the intention is for the Corporate and Directorate Wellbeing Action Plans (once the latter are developed) to be flexible enough to allow for appropriate adjustments and iterations to our wellbeing outcomes and measures as and when relevant new data is available (e.g. staff census, HSE stress survey).

The strategy is envisaged to be delivered collaboratively through an internal steering group to play a coordination and leadership role, with contributions from HR, Corporate Health and Safety, Communications, Public Health, Active Travel and others. Implementation will be the responsibility of directorates, ensuring that the delivery fits with the needs of our diverse and varied workforce.

A small budget exists to fund training initiatives, with further resources coming from the directorates, who will be supported to commission any support required. We will also use the Council's extensive local partnerships and networks – for example encouraging NHS engagement with our workforce, as the largest employer in the borough.

As we work through the strategy further funding needs may be identified to tackle particular issues, which will be dealt with through the Council's financial management systems.

### **6. Contribution to strategic outcomes**

The Workforce Wellbeing Strategy is linked to the Borough Plan outcome to be a 'healthy and resilient workforce' and the Borough Plan's commitment for Haringey as an employer to:

- 'Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services
- Develop a culture where staff feel supported to respond and adapt positively to change'

## **7. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **7.1 Finance**

The recommendation of this report does not give rise to any financial implications as activities will be funded by existing budgets.

### **7.2 Strategic Procurement**

Strategic Procurement note the contents of the report and that the report does not require a procurement decision.

### **7.3 Legal**

There are no legal implications arising from this report.

### **7.4 Equality**

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The strategy explicitly considers issues related to wellbeing from an equalities, diversity and inclusion perspective. It makes the commitment that our wellbeing offer needs to be relevant to our workforce profile while at the same time considering what opportunities exist to address disproportionalities through our wellbeing offer.

The Wellbeing Strategy further outlines particular wellbeing challenges related to age, disability, ethnicity, sex and gender reassignment, and socio-economic background, and commits to ongoing engagement through the Staff Networks to address these issues.

## **8. Use of Appendices**

## Appendix A: Haringey's Workforce Wellbeing Strategy 2022-2025

**9. Local Government (Access to Information) Act 1985**

Background documents:

- London Healthy Workplace Award Overview: [https://www.london.gov.uk/sites/default/files/lhwa-overview-2021\\_version.pdf](https://www.london.gov.uk/sites/default/files/lhwa-overview-2021_version.pdf)
- [ASSESSING MULTIDIMENSIONAL WELLBEING: DEVELOPMENT AND VALIDATION OF THE I COPPE SCALE \(miami.edu\)](https://www.miami.edu/assessment/multidimensional-wellbeing)
- World Health Organisation and Wellbeing: [Mental health: strengthening our response \(who.int\)](https://www.who.int/news-room/feature-stories/mental-health-strengthening-our-response)
- [Worker wellbeing and workplace performance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/worker-wellbeing-and-workplace-performance)
- Council Employment Profile – December 2021: [https://www.haringey.gov.uk/sites/haringeygovuk/files/hgy\\_council\\_employment\\_profile\\_-\\_dec21.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/hgy_council_employment_profile_-_dec21.pdf)
- Commission on Race and Ethnic Disparities: The Report – March 2021: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/974507/20210331\\_-\\_CRED\\_Report\\_-\\_FINAL\\_-\\_Web\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974507/20210331_-_CRED_Report_-_FINAL_-_Web_Accessible.pdf)
- Sewell report ignores 'well-documented' evidence of structural racism in the NHS, says BMA – July 2021: <https://www.bma.org.uk/bma-media-centre/sewell-report-ignores-well-documented-evidence-of-structural-racism-in-the-nhs-says-bma>
- TUC: institutional racism exists in the UK labour market and society: <https://www.tuc.org.uk/news/tuc-institutional-racism-exists-uk-labour-market-and-society>
- Government report 'gaslighting' Black Asian Minority Ethnic workers and communities – March 2021: <https://www.gmb.org.uk/printpdf/2664>
- Structural racism in health outcomes for people with MS – March 2021: <https://www.mssociety.org.uk/what-we-do/our-people/our-commitment-equality/sewell-report-and-structural-racism-health-outcomes>
- Race Report: 7 Things That Contradict The Claim that Britain Is 'Not Institutionally Racist' – March 2021: [https://www.huffingtonpost.co.uk/entry/britain-institutionally-racist-report\\_uk\\_60644d94c5b6fd3650dbdcca](https://www.huffingtonpost.co.uk/entry/britain-institutionally-racist-report_uk_60644d94c5b6fd3650dbdcca)
- State of the Borough – December 2021: [https://www.haringey.gov.uk/sites/haringeygovuk/files/state\\_of\\_the\\_borough\\_final\\_master\\_version.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/state_of_the_borough_final_master_version.pdf)
- TUC: Disability and employment: a social model study of the employment experiences of disabled people in Great Britain, with a focus on mental illness – 2015: <https://www.tuc.org.uk/sites/default/files/DisabilityandEmploymentReport.pdf>
- ONS: Women shoulder the responsibility of 'unpaid work' – 2016: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/womenshouldertheresponsibilityofunpaidwork/2016-11-10>
- Men and mental health: <https://www.mentalhealth.org.uk/a-to-z/m/men-and-mental-health>
- Stonewall: LGBT in Britain – Work Report 2018: [https://www.stonewall.org.uk/system/files/lgbt\\_in\\_britain\\_work\\_report.pdf](https://www.stonewall.org.uk/system/files/lgbt_in_britain_work_report.pdf)

- Sexual orientation, UK, ONS, 2018: [Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/people-and-population/sexual-orientation)

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# Workforce Wellbeing Strategy 2022 – 2026: Protecting, Promoting and Supporting Wellbeing at Work

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*If we try to secure the well-being of others, we will, at the same time,  
create the conditions for our own.*

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DALAI LAMA

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## 1. Foreword

Everything the Council does for its residents, local businesses, and customers depends on the people we employ. It is therefore essential we take good care of our staff. Haringey is a vibrant and diverse borough, with huge opportunities and exciting challenges. It is also a place where some of our residents have difficult lives. So working in Haringey is not always easy. We want staff to view those challenges as positive opportunities to make a difference and for personal growth.

People may struggle with their wellbeing on a number of fronts. Difficulties at home affect people at work, and vice versa. For this reason it is important that when we say we want to support the wellbeing of our staff that we consider the whole person. This strategy looks at both mental and physical wellbeing, and it also looks at key factors that support and affect how we all feel: our economic wellbeing, and importantly, the interpersonal relationships that sustain us. In the context our work as a local authority and the diversity of our workforce, this means supporting people to ensure there is a sense of inclusion in the workplace and to gain fulfilment in their work for our communities.

As we emerge from the Covid-19 pandemic and face the cost-of-living crisis, clearly means that many of our staff will find life hard at times. Our corporate commitment is to do what we can to help people through difficult times, to use our resources and connections to make life easier not harder. To help people to grow and thrive, and to have a sense of safety and autonomy so they can bring their best selves to work.

Haringey is a great place to work, and this strategy underpins our commitment to being an excellent employer, for all our staff in the many and varied roles they carry out on behalf our residents.

## 2. Introduction

The two years of the COVID-19 pandemic have been challenging for everyone in local government, and Haringey has been no exception. We have all had to respond to COVID-19 in different ways. As we continue our journeys to new ways of being, living and working, it is more important than ever to work together as an organisation, and in conjunction with our partners, to protect, promote and support our health and wellbeing.

### i. Our wellbeing vision statement

We will be a compassionate, respectful and inclusive workplace where staff wellbeing is protected, promoted and supported.

### ii. Key priorities of the strategy

This strategy focuses on five key priorities developed from the London Healthy Workplace Award<sup>1</sup> and from academic literature<sup>2</sup> around wellbeing.

Our key priorities are:

1. Corporate support for wellbeing
2. Mental health and wellbeing
3. Physical health and wellbeing
4. Economic wellbeing
5. Interpersonal and community wellbeing

### iii. Who is this strategy for?

This workforce strategy is applicable to the whole of our workforce and has been written for all workers at the Council.

It is for everyone who works at Haringey, regardless of their role, seniority, employment status, hours or pattern of work.

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<sup>1</sup> [https://www.london.gov.uk/sites/default/files/lhwa-overview-2021\\_version.pdf](https://www.london.gov.uk/sites/default/files/lhwa-overview-2021_version.pdf)

<sup>2</sup> [ASSESSING MULTIDIMENSIONAL WELLBEING: DEVELOPMENT AND VALIDATION OF THE I COPPE SCALE \(miami.edu\)](#)

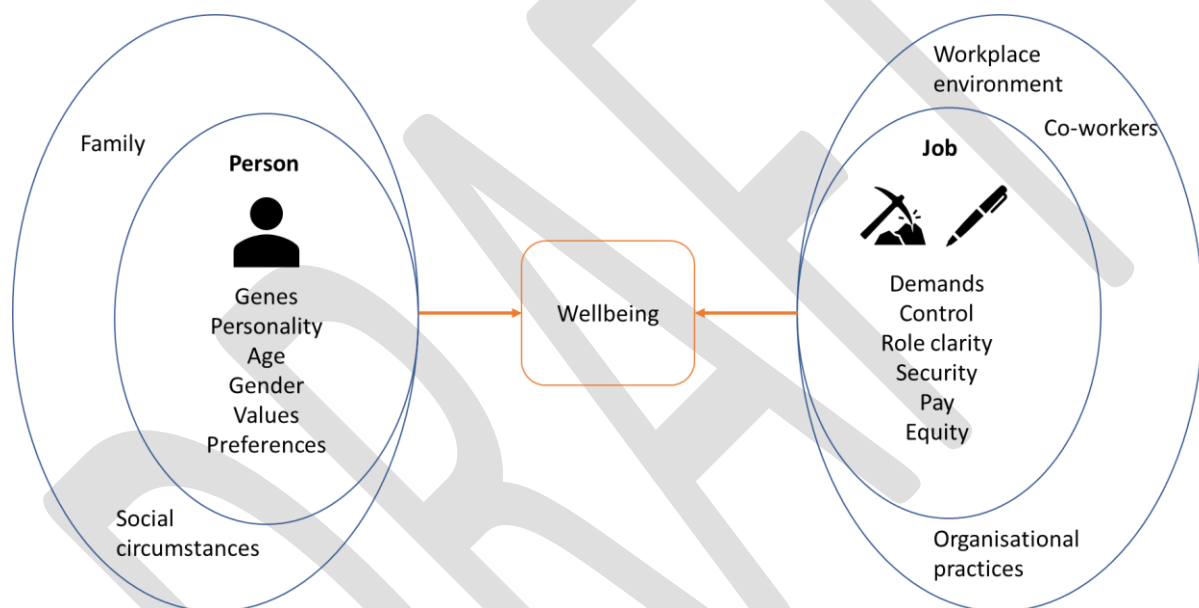
### 3. Wellbeing and the workplace

The World Health Organisation defines wellbeing<sup>3</sup> as a state in which an individual can:

- Realise their own potential
- Cope with normal stresses
- Work productively
- Contribute to their community

Our wellbeing can be influenced by many factors. Each of our individual wellbeing priorities, challenges and needs are different. They can, and often do, change over time.

Measuring wellbeing from a workplace perspective is challenging. An individual's wellbeing at work, and outside of it, is influenced not only by their own characteristics, but also by those of the job and the workplace in which they are employed.



<sup>3</sup> [Mental health: strengthening our response \(who.int\)](https://www.who.int/mentalhealth/prevention)

## The Management Standards approach

- The HSE has designed the Management Standards approach to help employers manage the causes of work related stress;
- Based on the 5 steps to risk assessment model;
- This approach encourages employers to demonstrate good practice through a step by step risk assessment approach;
- Prepare the organisation, securing commitment from senior managers, line managers and employees;
- Steering group should be in place (managers, H&S reps, Trade Union, employee reps, HR and OH).



Workplace wellbeing tends to be higher when people have<sup>4</sup>:

- Variety in and autonomy over their work, and clarity about what is expected of them
- A supportive environment and opportunities to develop skills
- Positive interaction with managers, co-workers and customers or clients
- A perception of fairness in the workplace, both in terms of how the employee is treated themselves and also how their co-workers are treated, and confidence in disciplinary and grievance procedures
- A sense of safety and security – including physical security and the safety of work practices as well as good pay, job security and clear career prospects
- A sense of significance in their job and its value to society and to their organisation
- A sense of inclusion and belonging within their workplace

<sup>4</sup> [Worker wellbeing and workplace performance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

## 4. Our challenges

### i. Flexible working

The COVID-19 pandemic has produced a dramatic shift in many people's working lives. Much of the council's workforce had been working from home to a greater extent than ever before, while our front-line workers experienced additional stress and pressure due to the impact of COVID-19 on our communities.

As we move forward with our Think Haringey First approach, adjusting our working arrangements and re-connecting with the borough, we need to recognise the different challenges still exist for different staff.

Some staff may still feel apprehensive about the challenges of coming back into the office and being present in the borough. This may include feeling mentally prepared to return to the physical workplace and to interact with colleagues, still feeling anxious about COVID-19 and its potential health impacts, or concerned that the office may not be as accommodating of their reasonable adjustments as their home set up is.

Conversely, other staff may experience greater challenges with continuing home working. Some staff, for example, might be at risk of domestic abuse, or may have alcohol, substance misuse or gambling difficulties. Other staff may not have appropriate accommodation to work from.

We therefore need to ensure we support staff to work well and healthily wherever they may be - in the office, at home, or out in the community. This means ensuring that we have the right infrastructure in place to support flexible working and, more importantly, that our staff and managers are equipped to deal with the potential challenges of flexible working in a compassionate way.

### ii. Wellbeing as part of our workplace culture

To ensure that wellbeing is part of our workplace culture, we need to prioritise wellbeing-related conversations at work with our colleagues. Talking about what does and doesn't work for our individual and collective wellbeing will help us better understand where our workplace practices may need changing, and where there might be opportunities to reprioritise our workload to guard against burnout and stress.

In the short-term, managers may be concerned that increasing discussions and work time spent on health and wellbeing objectives may adversely affect other business plans and targets. However, it is pivotal to the success of the Workforce Wellbeing Strategy that we work towards changing our culture to consider the medium and long-term benefits of time spent bettering the wellbeing of our employees and enabling the development of healthy working habits. The benefits of improving wellbeing for our staff will also have ramifications across our borough – the more we feel well, the more we are capable of serving our communities.

We also cannot ignore the pressures and workloads that local government officers have had to deal with. Over the last two years, significant pressure has been felt due to the COVID-19 crisis, where our teams have had to adapt and support our communities through exceptionally challenging times and in wholly different ways. And even before COVID-19,

Haringey's workforce has had to deal with the impacts of austerity policies, delivering public services while suffering a 62% real-terms reduction in government funding since 2010. Therefore, by the time COVID-19 came along, an already lean workforce has had to work harder than ever before to support those who need it most – and echoes of this pressure have been felt in the wellbeing of our staff. We recognise the lengths that colleagues across the Council go to, to check in on each other's wellbeing – a practice that has only been heightened by the pandemic. Going forward, this should be the norm across all our teams and staff networks.

Prioritising health and wellbeing is key to bringing out the best in our staff at all levels. We must create a culture where all staff can feel comfortable to seek support, work flexibly and bring their whole self to work. This is vital to minimise the risk of burn-out and the associated risk of staff turnover. Prioritising this cultural shift will reduce stress-related sickness absence and therefore increase our overall productivity.

### iii. Engaging with community-facing staff

One of the organisation's key priorities as we emerge from the COVID pandemic is to ensure that all our staff are more community-facing. Nonetheless, we know that some of our staff are simultaneously more likely to be playing active roles within our communities and less likely to be connected to the corporate centre. They may also have time constraints associated with shift work or be working across multiple sites. This can therefore sometimes impact the effectiveness of staff engagement. Both these logistical barriers typically affect staff in lower paid roles and manual occupations.

Strategic involvement is key to ensure health and wellbeing initiatives filter down throughout the organisation. With strategic drive we can better target support and engage with workers whose jobs are less 'desktop' based, ensuring no one is left out. This forms part of the organisational change needed to achieve inclusive, far-reaching strategic outcomes.

### iv. Equalities, diversity and inclusion

Haringey Council has a diverse employment profile but we know that disproportionalities exist. Our wellbeing offer therefore needs to be relevant to our workforce profile. At the same time, we should consider what opportunities exist to address disproportionalities through our wellbeing offer – and through other work in our broader corporate EDI plan.

We must also bear in mind that 'wellbeing' does not exist in isolation – it is impacted by other aspects of someone's identity, and indeed the intersectionality of those identities. It is therefore increasingly important that we can talk openly as an organisation about how this might manifest. Some staff may be less likely to be provided with support or engage in wellbeing-related activities because of their intersecting identities. Our wellbeing priorities and action plans should include specific conversations or activities to target underrepresented groups.

The following sections outline particular wellbeing challenges related to age, disability, ethnicity, sex and gender reassignment, and socio-economic background.

## Age

We are living longer than ever before meaning the age profile of our society is changing rapidly. The number of people aged 65 and over will continue to increase by more than 40% within 20 years. As the state pension age rises, people will also stay in work until an older age.

Haringey Council is a strong reflection of this with over 61% of our staff aged 45 years or older<sup>5</sup>. The average age of an employee is currently 47 years old. On the other end of the age spectrum, only 1.9% of our direct employees are aged 16 – 24.

The Council needs to support our workforce to have longer and more fulfilling work lives. We must enhance our age-friendly practices, such as improving provision of flexible working, supporting carers and those with health conditions, and continue to offer training and progression for workers of all ages. Additionally, we must consider innovative ways in which to address concerns raised by younger Council staff, including financial challenges and the cost of living, mental health and career progression. In doing so, we may also be in a better position to attract a younger workforce.

## Ethnicity

We live in a diverse society where examples of institutional, systemic and structural racism and oppression unfortunately still exist. This has partly been borne out in the backlash to the Sewell report's claims that many examples of inequality cannot be reduced to structural racism.<sup>6</sup> This claim prompted a wide range of organisations, including the BMA<sup>7</sup>, TUC<sup>8</sup>, GMB<sup>9</sup>, MS Society<sup>10</sup>, amongst others<sup>11</sup>, to contest otherwise.

Nearly half of our workforce (49%) identify as Black, Asian or Minority Ethnic and 37% of our staff identify as White or from a White Minority background (24% and 13%, respectively).<sup>12</sup> This is somewhat reflective of our residential community, where 38% of residents are from Black, Asian or Minority Ethnic backgrounds, 33% are White British and 27% are from White

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<sup>5</sup> Council Employment Profile – December 2021:

[https://www.haringey.gov.uk/sites/haringeygovuk/files/hgy\\_council\\_employment\\_profile\\_-\\_dec21.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/hgy_council_employment_profile_-_dec21.pdf)

<sup>6</sup> Commission on Race and Ethnic Disparities: The Report – March 2021:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/974507/20210331\\_-\\_CRED\\_Report\\_-\\_FINAL\\_-\\_Web\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974507/20210331_-_CRED_Report_-_FINAL_-_Web_Accessible.pdf)

<sup>7</sup> Sewell report ignores 'well-documented' evidence of structural racism in the NHS, says BMA – July 2021: <https://www.bma.org.uk/bma-media-centre/sewell-report-ignores-well-documented-evidence-of-structural-racism-in-the-nhs-says-bma>

<sup>8</sup> TUC: institutional racism exists in the UK labour market and society:

<https://www.tuc.org.uk/news/tuc-institutional-racism-exists-uk-labour-market-and-society>

<sup>9</sup> Government report 'gaslighting' Black Asian Minority Ethnic workers and communities – March 2021: <https://www.gmb.org.uk/printpdf/2664>

<sup>10</sup> Structural racism in health outcomes for people with MS – March 2021:

<https://www.msociety.org.uk/what-we-do/our-people/our-commitment-equality/sewell-report-and-structural-racism-health-outcomes>

<sup>11</sup> Race Report: 7 Things That Contradict The Claim that Britain Is 'Not Institutionally Racist' – March 2021: [https://www.huffingtonpost.co.uk/entry/britain-institutionally-racist-report\\_uk\\_60644d94c5b6fd3650dbdcca](https://www.huffingtonpost.co.uk/entry/britain-institutionally-racist-report_uk_60644d94c5b6fd3650dbdcca)

<sup>12</sup> 13% of our staff haven't declared their ethnicity data.

Minority backgrounds.<sup>13</sup> However, staff from Black, Asian or Minority Ethnic backgrounds are disproportionately more likely to be on lower pay scales.

The Council should therefore consider how its development, reward and progression schemes can particularly support Black, Asian and Minority Ethnic staff looking to progress in their careers, thereby ensuring they are better represented at higher pay grades within the organisation.

### Disability

We know that many disabled people in our society face significant barriers to work.<sup>14</sup> As an employer, we have made steps to break down barriers both at entry into Haringey's workforce and within it. However, there is always more that we can do.

In Haringey, 4.9% of staff report having a disability. However, we know from national statistics and from information received the Disability and Illness Network that there are many more who choose not to identify as having a disability for fear of having their performance adversely judged by line managers. Additionally, staff have said that experiences vary in relation to the implementation of reasonable adjustment in the workplace.

We must therefore ensure that we strive towards true accessibility for all our staff, so that the working environment is as stress-free and inclusive as possible, and that we can confidently and efficiently accommodate a variety of needs in the workplace. We should aim to create a culture in which all staff feel free to share their concerns and identify their additional support needs in a fully inclusive manner. We should also promote learning and support for line managers to ensure that they understand how to achieve the best results from all staff including those for whom additional support is necessary.

### Religion

Our employment profile holds religion or belief data for 60% of our staff, of which 24% prefer not to disclose their religion or belief.<sup>15</sup> From the remaining 36%, all of the major world religions are represented. People who hold a Christian belief make up nearly a quarter of all our workforce and 5% of our staff are Muslim.

Like a lot of the Western world, our public holidays calendar is largely geared towards what historically have been Christian religious celebrations – with half of our statutory public holidays falling on Christmas Day, Boxing Day, Good Friday and Easter Sunday. While these public holidays are often welcomed by all, we should also consider ways in which our annual leave policies could be updated to better serve employees of different religions. Muslim colleagues, for example, often have to take annual leave to celebrate Eid. While these requests are generally accommodated without issue, we could also consider how we might be able to flex the mandatory annual leave for many employees over the Christmas

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<sup>13</sup> State of the Borough – December 2021:

[https://www.haringey.gov.uk/sites/haringeygovuk/files/state\\_of\\_the\\_borough\\_final\\_master\\_version.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/state_of_the_borough_final_master_version.pdf)

<sup>14</sup> TUC: Disability and employment: a social model study of the employment experiences of disabled people in Great Britain, with a focus on mental illness – 2015:

<https://www.tuc.org.uk/sites/default/files/DisabilityandEmploymentReport.pdf>

<sup>15</sup>



period so that colleagues of different religions can utilise these days at times that are most appropriate to them.

### Sex and gender reassignment

We know that men, women and trans people all experience different wellbeing challenges in and out of the workplace. For example:

- Women are generally more likely to take on unpaid care work for their families than men.<sup>16</sup>
- Men are three times more likely to die by suicide than women and are less likely to access psychological therapies than women.<sup>17</sup>
- Trans people are more likely to experience verbal and physical attacks than cis-gendered people, and are less likely to feel confident reporting transphobic bullying in the workplace than cis-gendered people.<sup>18</sup>

These experiences can all have a massive impact on a person's wellbeing. Our challenge as an organisation is to ensure we have appropriate channels for support for all our staff, regardless of their sex or gender, and particularly ensure we create an inclusive culture for our trans colleagues.

### Sexual orientation

Our employment profile holds sexual orientation data for 60% of our staff, of which 22% prefer not to disclose their sexual orientation.<sup>19</sup> From our recorded data, 4.9% of all our staff identify as lesbian, gay, bi (LGB) or prefer to use another (queer) term. At a national level, the proportion of the population who identify as lesbian, gay or bi was 2.2% in 2018.<sup>20</sup>

While we should feel proud of our generally LGB-inclusive workplace, we also cannot remain complacent. Initiatives like LGBT+ history month continue to be great opportunities to highlight heteronormative attitudes and assumptions in wider society as well as the workplace, and we must continue to tackle these attitudes and assumptions so that all our LGBT+ colleagues continue to feel included, respected and valued in our organisation.

### Socioeconomic background

The council now considers socioeconomic background (SEB) as a local 'protected characteristic' and HR has begun collection of socioeconomic background data for our workforce alongside other protected characteristics.

Socioeconomic background intersects clearly with ethnicity and other characteristics, but it does also have its own set of associated issues related to wellbeing in the workplace.

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<sup>16</sup> ONS: Women shoulder the responsibility of 'unpaid work' – 2016: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/womenshouldtheresponsibilityofunpaidwork/2016-11-10>

<sup>17</sup> Men and mental health: <https://www.mentalhealth.org.uk/a-to-z/m/men-and-mental-health>

<sup>18</sup> Stonewall: LGBT in Britain – "Work Report 2018": [https://www.stonewall.org.uk/system/files/lgbt\\_in\\_britain\\_work\\_report.pdf](https://www.stonewall.org.uk/system/files/lgbt_in_britain_work_report.pdf)

<sup>19</sup>

<sup>20</sup> Sexual orientation, UK, ONS, 2018: [Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/people-in-work/sexual-orientation)

Coming from a lower SEB might mean one has a larger dependency on the income provided by one's employment. Therefore, the apprehension of losing that income might be at the expense of one's physical and mental health. One might also accumulate the frustration of encountering greater barriers to career progression and so having given up on aspirations, which may have an impact on confidence and self-esteem. Additionally, there is an accumulated frustration that may come from not being able to be oneself in the workplace – because of one's accent, tastes or habits, which may not be well represented or accepted within the wider workforce.

Additionally, a home environment which is not fully conducive to work might often be more associated with lower SEB, and this can have a significantly negative impact on mental health.

As an organisation, we therefore need to commit to including SEB as a demographic characteristic in any surveys and assessments of staff wellbeing so that the results can be broken down and analysed appropriately.

We must also continue to raise awareness among all staff, especially managers and leaders, about wellbeing challenges that may particularly pertain to colleagues from a lower SEB. This includes ensuring that all staff have appropriate working environments in the office – like desk space, touchdown space, collaboration space, and hybrid meeting rooms. Additionally, we must recognise that any requests to work from home may have a far greater impact in relative terms on staff from a lower SEB because of the increased cost on utility bills – and especially so at a time when the cost of living is significantly increasing.

#### v. Current sickness absence levels

Haringey has previously had one of the highest sickness absence rates of any London borough, but this has been decreasing since 2019/20. The latest quarterly data related to number of days lost due to stress-related symptoms shows an increase for the Adults and Health and Children's Services directorates. This is perhaps not surprising given the huge amount of pressure that front-line workers have faced during the COVID-19 pandemic.

We need to compassionately and appropriately address the concerning rates of sickness absence. While some sickness absence will always be inevitable, absence due to workplace-related stress is something we must all work very hard to address and minimise as far as possible and, where this occurs, look at interventions, advice and support at the earliest opportunity.

#### vi. Value for money

Financial constraints are a factor in health and wellbeing promotion, and there is therefore a need to target investments effectively to identified priority areas. We must maximise the use of existing commissioned services, government schemes, and funding incentives for in-house programmes. Continued engagement with staff networks and better support for staff-led activities and initiatives is vital in ensuring that money is well spent.

Additionally, we must be aware of the constraints within which we often operate, and recognise that the drive for value for money can, at times, mean we have challenging conversations with our residents, businesses, public sector and VCS partners about how

and where we prioritise our resources. While we always try to make the best decisions for our borough, we know that communicating them can sometimes be challenging and may have impacts on our wellbeing.

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## 5. Our wellbeing manifesto

At Haringey, we understand the need to take a holistic approach to wellbeing, recognising that there is no one-size-fits-all 'solution'. What might be helpful for the wellbeing of one person may not be helpful for another.

Our focus is on developing a wellbeing offer which **protects, promotes, and supports** wellbeing for all.

This starts with a strategic commitment from all our senior leaders to embed wellbeing into our ways of working, including in how we develop our workforce, and our priorities.

### i. We protect wellbeing

By protecting wellbeing, we aim to ensure that **we get the basics right** – we make sure our working culture and habits are conducive to a healthy workplace.

We take lunch breaks and encourage regular, short breaks throughout the day.

We have flexible working in place, so that people can work in a way that's appropriate and suitable for them and the Borough, particularly around their caring priorities.

We ensure our staff are equipped to do the best that they can do – including via good training and development programmes.

We give our managers the support they need to develop their teams and our collective talent.

We provide a workspace where teams can come together to thrive.

We provide reasonable adjustments and access to work guidance for managers and staff. We ensure staff feel empowered to get the support they need to do their job and managers feel more equipped to support their team members.

### ii. We promote wellbeing

By promoting wellbeing, we communicate the fantastic initiatives we already have in place. We do this through all the different types of communications channels, like the intranet, Yammer, In Haringey newsletter, specific wellbeing blog posts by different staff members, the Chief Executive's weekly bulletin, staff induction materials, short messages via wage slips, and others.

We ensure our staff are aware of initiatives like the cycle to work scheme, free eye test for users of DSE equipment, opportunity to join a credit union, and the Employee Assistance Programme. We support staff and remove barriers to access these initiatives.

We regularly review these initiatives to ensure they are easy to access and evidence-based, and commission new initiatives when presented with a compelling wellbeing challenge.

iii. We support wellbeing

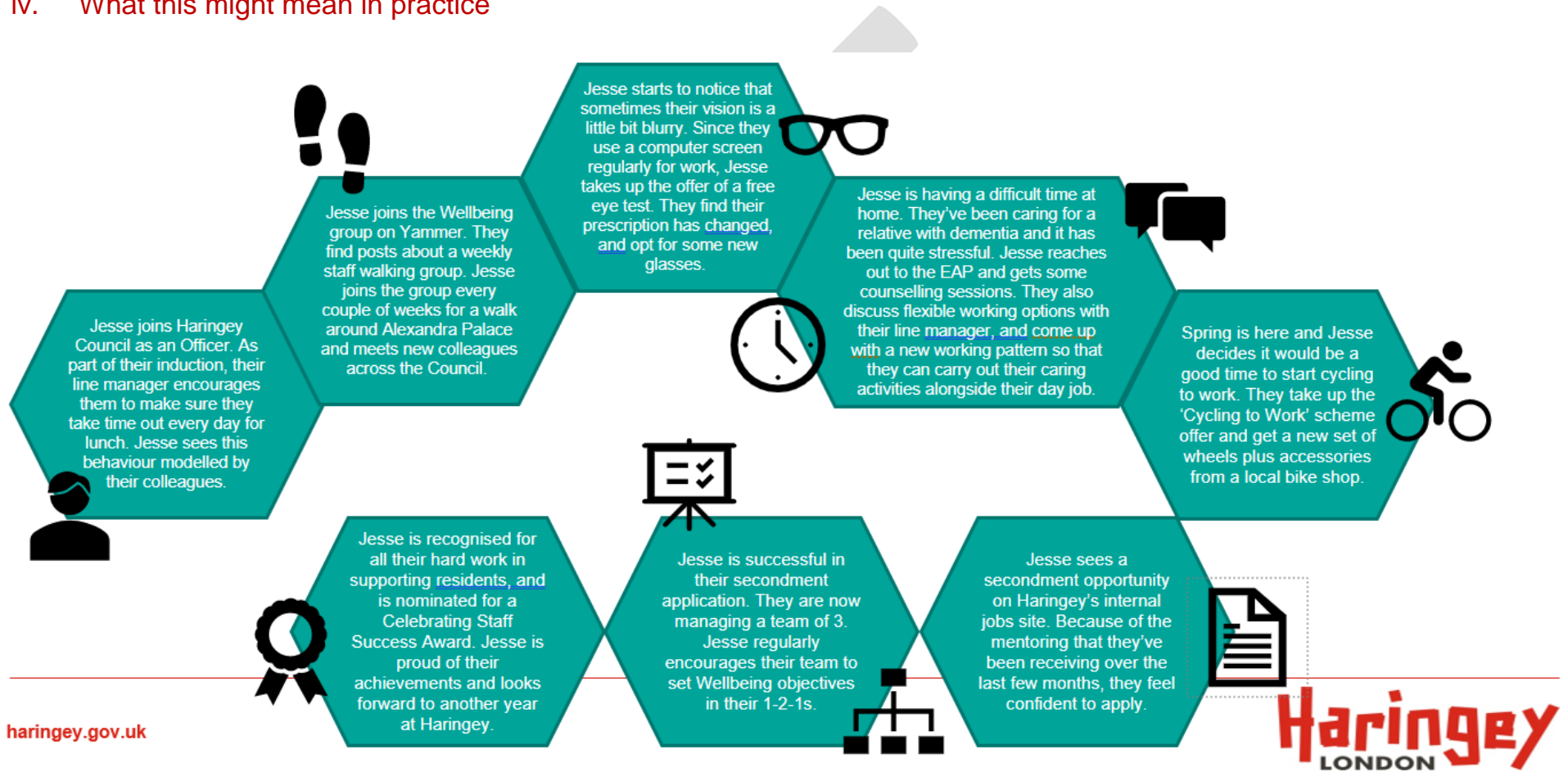
By supporting wellbeing, we make sure we have the right support in place for when things go wrong.

We ensure our staff are aware of things like the Employee Assistance Programme (EAP), our mental health first aiders, resilience and wellbeing seminars. We support staff and remove barriers to access these initiatives, including via the promotion of our reasonable adjustments and access to work guidance.

We consider other evidence-based opportunities for improving our supporting work where we get that feedback from our staff.

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iv. What this might mean in practice



## v. How we will implement the strategy

This is an ambitious strategy, and it will require a coordinated Council effort to deliver our vision, aspirations and outcomes.

At a strategic level, the Health, Safety and Wellbeing Board will lead and monitor the implementation of the Wellbeing Strategy and Action Plan.

We will also establish a cross-directorate Wellbeing Delivery Group who will be responsible for many of the key actions in the Action Plan. This group will be made up of senior leaders (Directors, Assistant Directors, Heads of Service, as appropriate) who will be able to address key strategic and operational risks and issues so that the strategy has the highest chance of success. It may, at times, splinter off and co-opt other members into 'task-and-finish' groups to deliver specific pieces of Wellbeing-related work. Directorates will nominate a Wellbeing Champion who will sit on the delivery group and co-ordinate their Directorates' Wellbeing efforts.

At a Directorate level, DMTs and their Wellbeing Champion will define an engagement plan for discussing and capturing Wellbeing concerns within their Directorate. This, coupled with the workforce data we hold, will help establish wellbeing focus areas for each Directorate. Directorates will then define their outcomes and objectives, establish ways to meet them, agree actions and their owners. Each Directorate will publish its own Wellbeing Action Plan to accompany the Corporate Wellbeing Action Plan – and these will be live, iterative documents which will be monitored and updated throughout the year. Directorates will be provided with a Corporate Wellbeing Support Toolkit to help them in developing their Action Plans.

Engagement will continue with the staff equalities networks and unions, who have been instrumental in shaping this strategy, as progress on delivering the strategy is made. Delivery against the strategy and its action plan will also be periodically reported to the equalities steering group. As further actions take shape in both the corporate and directorate action plans, these will be aligned and informed by the broader EDI and workforce development work taking place in the council.

## 6. Our wellbeing aspirations and outcomes

Under each of our key wellbeing themes, we have outlined a series of aspirations to work towards. The Workforce Wellbeing Action Plan(s) will identify outcomes that are related to our aspirations, and identify steps to take to reach those outcomes

### i. Corporate support for wellbeing

We will:

- Have good leadership, engagement, and ownership from senior managers about driving forward the Wellbeing agenda
- Have good HR policies that support all aspects of wellbeing
- Collect and analyse useful and robust wellbeing data and use it in our decision making
- Develop an online Wellbeing hub and calendar to share useful resources throughout the year
- Produce a wellbeing toolkit for directorates to use in their business and action plans
- Encourage staff to include Wellbeing objectives in their 1-2-1s and My Conversations
- Regularly revisit business and corporate delivery plans and reprioritise our priorities when needed
- Support each Directorate to develop their own Wellbeing Actions Plans, with a particular focus on engaging with and addressing wellbeing concerns within our community-facing staff
- Make disability and illness awareness and support training mandatory across the organisation

### ii. Mental health and wellbeing

We will:

- have good mental health training and activities in place for all staff, so that we're all aware of the warning signs of fragile mental health and are able to support ourselves and each other
- support staff to manage life's 'normal stresses' and ensure we provide specific support for life events
- seek to understand and address the causes of work-related stress and provide comprehensive support to staff who experience it
- Continue to provide training and coaching to ensure that staff are equipped to give and receive feedback, which can help managers and supervisors be aware of when additional support may be required
- Continue to train Mental Health First Aiders within the organisation
- Encourage staff to proactively look after their own mental health and wellbeing

### iii. Physical health and wellbeing

We will:



- Promote regular physical activity, providing opportunities for staff to become more physically active
- Invest in employer-funded facilities for sustainable transport (e.g. through provision of showers and cycling lockers)
- Promote healthy eating
- Provide support for smoking cessation, alcohol and substance misuse and gambling difficulties
- Encourage staff to proactively look after their own physical health and wellbeing

#### iv. Economic wellbeing

We will:

- Promote economic benefits available to staff (e.g. eye test vouchers for DSE users, cycle to work scheme, pension scheme, access to credit unions) and ensure these are easily accessible by all
- Work with partner organisations to offer things to staff at a discount (e.g. lunch, gym)
- Ensure staff have access to financial planning workshops, either through our own provision (e.g. pension planning) or through promoting workshops by local organisations in the borough
- Provide further opportunities for staff development, e.g. through (formal and informal) mentoring, job coaching, job-shadowing, secondments and 'buddying' schemes

#### v. Interpersonal and community wellbeing

We will:

- provide opportunities for all staff to attend training related to communicating well with other people, understanding mental health, and having difficult conversations
- ensure we celebrate our significant community impacts and achievements, as teams and as individuals
- use our workplaces flexibly to foster connections between and across teams
- consider how our flexible working and leave policies may better support staff volunteering ambitions, including blood donation

## 7. Measures of success

This strategy offers a more comprehensive understanding of the dimensions of wellbeing than we have previously considered in our workplace. As such, we have set ourselves the challenge of developing and collating appropriate measures of, and outcomes related to, staff wellbeing. This will be an iterative process and, as we conduct progress reviews, we will need to adjust and iterate to ensure we're measuring and delivering the right things that will truly make a positive impact on staff wellbeing.

### i. London Healthy Workplace Award

In 2018 Haringey Council was awarded "Excellence" under the London Healthy Workplace Award, an accreditation scheme led by the Mayor of London's Office and supported by Public Health England.

We aim to continue to strive towards another award of "Excellence" from LHWA.

### ii. Workplace surveys

Workplace surveys are a good way to measure the experiences and feelings of our staff and two surveys that can support us in developing useful and robust wellbeing data are:

- HSE Stress Indicator Tool ([link](#))
- Workplace Health Needs Assessment ([link](#))

In addition, the organisation is planning to undertake a staff census survey to address our equalities data gaps. This will be beneficial for measuring the success and reach of our wellbeing initiatives going forward.

Other internal staff surveys can also be a useful way of measuring wellbeing and indicating the success of our wellbeing initiatives. Pulse surveys can be used to effectively gauge overall organisational wellbeing at a specific point in time and are a good way of measuring this over time.

### iii. Other measures

- Sickness absence data
- Staff retention data
- Occupational health and Employee Assistance Programme data
- Take-up of staff benefits (e.g. cycle to work scheme; training programmes including coaching and mentoring)
- Use of and experiences of staff Mental Health First Aiders

Wellbeing priority area	Outcome	Potential Measures
Corporate support for Wellbeing	Staff feel their wellbeing is taken seriously by the organisation	Absence rates due to stress
		Number of leavers who have resigned
		Number of wellbeing related events (online, face to face and hybrid)
		Satisfaction rates with new active travel facilities
	Increased wellbeing conversations among staff	Number of My Conversations which include Wellbeing objective
		Number of posts in Wellbeing group / related to Wellbeing on Yammer
	Improved overall staff wellbeing	Stress Survey and Workplace Health Needs Assessment
		Increased uptake of full holiday allocation
		Absence rates due to stress
		Staff attendance at (mandatory) online stress training
	All staff are aware of, and have access to, appropriate wellbeing support	Approaches to the EAP
		Number of wellbeing related events (online, face to face and hybrid)

Wellbeing priority area	Outcome	Potential Measures
		Number of staff signed up to the EAP wellbeing newsletter
	A better understanding of workforce wellbeing needs	Number of completed directorate Wellbeing Action Plans
Mental Health and Wellbeing	Better awareness and understanding of mental health	Staff attendance at mental health training sessions
		Number of trained MHFA in the organisation
	Increased openness about mental health in the workplace	Number of approaches to trained MHFA
		Number of 'interventions' trained MHFAs report they've made
Physical Health and Wellbeing	Improved levels of staff mental health	Results from Stress Survey
		Absence rates due to stress
		Occupational Health data
Economic Wellbeing	Improved physical health profile of staff	Increased uptake of active travel offers
		Number of / membership to wellbeing forums / physical activity groups
	Improved economic wellbeing of staff	Staff attendance at financial planning workshops;
		Number of staff who are members of the Credit Union
	Improved uptake of financial benefits to staff	Equitable uptake of credit union across different employee groups in the Council
		Number of staff who take up the cycle to work scheme

Wellbeing priority area	Outcome	Potential Measures
		Number of eye test vouchers used
		Equitable uptake of financial benefit schemes across different employee groups in the Council
	Improved skills profile of staff	Number of staff partaking in mentoring / job coaching / job shadowing / apprenticeships
		Number of staff promoted / in 'acting up' roles / on secondments
		Equitable uptake of secondments, mentoring opportunities, promotions and other career development opportunities across different employee groups in the Council
		Number of staff promoted / in 'acting up' roles / on secondments
Number of tech skills sessions delivered and attendance at these sessions		
Community and Interpersonal Wellbeing	Improved communication and connection among staff	Staff attendance at communication-related training sessions
		Increased levels of 'thank you's' from managers to staff/teams when good work is delivered
	Improved sense of pride and achievement among staff	Number of Celebrating Success nominations
		Number of 'praises' posted by colleagues on Yammer
	Improved connections between staff and 'the Borough' (residents, businesses, VCS)	Results from the next Residents' Survey
		Feedback from VCS/Businesses [corporate measures]
		Numbers of staff joining ward walks
		Numbers of 'wellbeing' events open for both staff and residents

## 8. Corporate Action Plan

Priority Area	Subsection / Challenges addressed	Action	Lead	Date
Corporate Support	<ul style="list-style-type: none"> <li>Flexible working</li> <li>Wellbeing as part of our workplace culture</li> </ul>	Develop online Wellbeing Hub	DP/JJ	Jul-22
Corporate Support	<ul style="list-style-type: none"> <li>Flexible working</li> <li>Wellbeing as part of our workplace culture</li> </ul>	Develop corporate wellbeing toolkit for Directorates	DP	Jul-22
Corporate Support/Mental Health	<ul style="list-style-type: none"> <li>Engaging with community-facing staff</li> <li>EDI</li> <li>Current sickness absence levels</li> </ul>	Run Stress Survey	AC	Jun-22
Corporate Support	<ul style="list-style-type: none"> <li>Engaging with community-facing staff</li> <li>EDI</li> <li>Current sickness absence levels</li> </ul>	Run Workplace Health Needs Assessment	TBC	TBC
Corporate Support	<ul style="list-style-type: none"> <li>Wellbeing as part of our workplace culture</li> <li>Engaging with community-facing staff</li> </ul>	Develop Wellbeing calendar for the year	TBC – BS?	TBC
Mental Health	<ul style="list-style-type: none"> <li>Wellbeing as part of our workplace culture</li> </ul>	Review support available for specific 'life events'	TBC – HR?	Sep-22
Mental Health	<ul style="list-style-type: none"> <li>Flexible working</li> <li>Wellbeing as part of our workplace culture</li> </ul>	Train another cohort of Mental Health First Aiders	TBC	TBC

Physical Health	<ul style="list-style-type: none"> <li>• Flexible working</li> <li>• Wellbeing as part of our workplace culture</li> <li>• Value for money</li> </ul>	Good number and standard of facilities for sustainable transport (showers, lockers, etc)	TBC	TBC
Economic Wellbeing	<ul style="list-style-type: none"> <li>• Engaging with community-facing staff</li> <li>• EDI</li> <li>• Value for money</li> </ul>	Review accessibility of economic benefits (e.g. cumbersome process for eye tests)	TBC	TBC
Economic Wellbeing	<ul style="list-style-type: none"> <li>• EDI</li> </ul>	Identify and further promote formal and informal staff development options tailored for specific groups	TBC	TBC
Economic Wellbeing	<ul style="list-style-type: none"> <li>• EDI</li> </ul>	Develop and share clear career pathways	TBC	TBC
Interpersonal and Community	<ul style="list-style-type: none"> <li>• Flexible working</li> <li>• Wellbeing as part of our workplace culture</li> <li>• Engaging with community-facing staff</li> </ul>	Scope out possibility of introducing a 'volunteering day' for staff	TBC	TBC

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**Report for:** Staff and Remuneration Committee, 27 June 2022

**Title:** Health, Safety and Wellbeing Policy review

**Report authorised by :** Susie Faulkner, Director of Customers, Transformation and Resources

**Lead Officer:** Alexis Correa, Health and Safety Manager, 020 4849 2928, alexis.correa@haringey.gov.uk

**Ward(s) affected:** N/A

**Report for Key/  
Non Key Decision:** Non key decision

**1. Describe the issue under consideration**

The current Corporate Health, Safety and Wellbeing Policy is in need of review to reflect the latest changes in the Council's structure and to ensure it remains fit for purpose.

The Policy review includes changes on the health, safety and wellbeing governance structure. It also accommodates the late insourcing of Homes for Haringey.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

The Staffing and Remuneration Committee is asked to:

1. To approve the draft Corporate Health, Safety and Wellbeing Statement Policy, attached at Appendix A.
2. To authorise the Chief Executive Officer, in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board and with the Corporate Leadership Team, to make such amendments to the policy as considered to be minor. These amendments are to be reported at the next Committee meeting.

**4. Reasons for decision**

The Corporate Health, Safety and Wellbeing Policy was reviewed to ensure it remains fit for purpose, reflecting the latest changes in Council structure.

There are several areas revised or added to the Policy that are intended to raise standards of safety across the Council:

- Simplification of managers responsibilities.
- Reporting to Council Leadership Team significant health, safety and wellbeing matters, in line with current governance arrangements.

- Stating that the Corporate H&S Manager supports Director of Customer, Transformation and Resources on Corporate Health, Safety and Wellbeing Board.
- Clarification of building safety responsibilities.
- Acknowledgment of insourcing of HFH to the Council. Its insourcing will have affect on all services that interact with housing-related services but also processes and procedures will be revised to ensure they include the required organisational and governance changes, which will be progressively implemented. Further revision of this Policy may be required once the transitional period concludes and the organisational changes are implemented.
- Changes in Governance and membership of the Corporate Health, Safety and Wellbeing Board, to ensure senior management accountability.

## 5. **Alternative options considered**

### Do Nothing:

Doing nothing would leave the Council with an out-of-date policy. The review of the Council's Health and Safety Management System, including the Corporate Health, Safety and Wellbeing Policy as its cornerstone, is part of the statutory requirement to comply with the Management of Health and Safety at Work Regulations 1999. These regulations require employers to make and give effect to such arrangements as are appropriate for the effective planning, organisation, control, monitoring and review of the measures identified by the employer in consequence of risk assessments as those it needs to take to comply with health and safety legislation. The Corporate Health, Safety and Wellbeing Policy sets out such arrangements.

Having an out of date policy may result in not meeting the required standard, which leaves the Council potentially liable in the case of a H&S breach resulting in an incident or accident.

## 6. **Background information**

The policy has been subject to internal consultation through the Council's health and safety structures. This includes engagement with the relevant Trades Unions.

The draft policy was endorsed by the Corporate Health, Safety and Wellbeing Board on 16/05/2022, and the Corporate Leadership Team on 10/03/2022.

## 7. **Council's Statutory Duties**

The Council, as an employer, has a common-law duty of care to their employees. In addition, under the Health and Safety at Work Act 1974 (HASAWA) every employer has a duty to ensure that, so far as is reasonably practicable, the health, safety and welfare of employees are protected. They

must also conduct a risk assessment to identify the measures necessary to comply with the Act and other regulations.

The matters to which this duty extends include:

- plant and systems of work;
- use, handling, storage and transportation of articles and substances;
- provision of information, instruction, training and supervision necessary for the health and safety of employees;
- maintenance of the place of work, including access and exit, in a safe condition;
- mental health (including workplace stress); and
- provision and maintenance of a safe working environment with adequate facilities.

All employers with five or more employees must have a written health and safety policy, which must be brought to the notice of all employees. The Council's Health, Safety and Wellbeing Policy meets this requirement.

HASAWA provides for the appointment of safety representatives (where there is a recognised trade union) or representatives of employee safety (where there is no recognised union). Also, where reps request it, the Act provides for the setting up of a safety committee.

There is a further duty on the employer to ensure that the health and safety of persons other than employees who use the premises are protected.

## **8. Contribution to strategic outcomes**

The review and approval of the Corporate Health and Safety Policy supports the Wat the Council Works 'We will be an able, positive workforce with the skills needed to deliver for Haringey'.

## **9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance**

This report for the Staff and Remuneration Committee approves the recommendations as set out in Section 3 of this report. This has no financial implications for the Council.

### **Strategic Procurement Procurement**

Strategic Procurement note the contents of the report and that the report does not require a procurement decision.

### **Legal - Anthony Igbiniyesu Senior Lawyer Social Care and Contracts**

The proposed Corporate Health, Safety and Wellbeing Statement Policy which is a revision of the current policy enables the Council to meet its obligations as an employer under section 2 (3) of the Health and Safety at Work etc Act 1974. The Council should be prepared as often as may be appropriate to revise its

general policy. This to ensure that its policy is fit for purposes with respect to the health and safety at work of its employees and the arrangements for the time being in force for carrying out that policy. They also enable the Council to meet its obligations as an employer under Regulation 5 of the Management of Health and Safety at Work Regulations 1999 to make such arrangements as are appropriate for the effective planning, organisation, control, monitoring and review of the measures identified by the Council in consequence of risk assessments as those it needs to take to comply with health and safety legislation.

### **Equality**

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

The decision is to adopt a revised Corporate Health, Safety and Wellbeing Policy. Those most affected are Haringey Council staff. Staff with protected characteristics may be disproportionately at risk of ill-health and/or injury from poorly managed health and safety. There is therefore a need to ensure appropriate management of health and safety in order to ensure that members of staff with protected characteristics do not experience discrimination or victimisation in the workplace. Prevention of ill-health and injury to its staff therefore supports the Council to meet its Public Sector Equality Duty.

### **10. Use of Appendices**

The following appendices are included as part of this report:

- Appendix A Corporate Health, Safety and Wellbeing Policy

### **11. Local Government (Access to Information) Act 1985**

Not applicable

Health and Safety At Work Act 1974 (Available at : <https://www.legislation.gov.uk/ukpga/1974/37>)

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## CORPORATE HEALTH, SAFETY AND WELLBEING STATEMENT AND POLICY



The Council is committed to making the necessary arrangements to create and maintain a culture in which the safety and wellbeing of employees, and those affected by the actions of the Council, is an integral part of its business model. This policy outlines the Council's commitment for doing so, to providing safe places of work and healthy working environments and is compliant with any Health and Safety legislative requirements. This policy applies to all employees and other persons who may be affected by the activities of the Council, including service users and members of the community. This policy has been approved by Haringey Council, which places the duty upon the Chief Executive to act as the responsible officer in identifying suitable and sufficient arrangements including implementation and review. In accordance with *Section 2 (3) of the Health and Safety at Work Etc. Act 1974*, this policy statement is issued for the information of all employees.

- (1) The Council recognises and accepts its responsibility as an employer for providing a safe and healthy environment for all its employees, and conducting its business without risk to the health and safety of others.
- (2) The Council will take all reasonable preventive and protective measures to meet its responsibility under the Act, paying particular attention to the provision and maintenance of:
  - (a) a healthy and safe working environment including access, egress, plant, equipment and systems of work;
  - (b) appropriate organisational arrangements, including ensuring all Council departments consider all relevant health, safety and wellbeing issues within their business planning processes;
  - (c) safe arrangements for use, handling, storage and transport of articles and substances;
  - (d) health surveillance;
  - (e) competent safety assistance;
  - (f) planning and arrangements for serious and imminent dangers such as fire, explosion, building collapse, etc;
  - (g) sufficient information, instruction, training and supervision to enable all employees to avoid hazards and contribute positively to their own safety and health at work;
  - (h) co-operation between employees, external organisations and contractors;
  - (i) co-ordination of safety management systems;
  - (j) welfare provision;
  - (k) ensure the Council invests effective resources and arrangements to manage risks to the health, safety and wellbeing of its employees, customers, contractors and others affected by Council undertakings;
  - (l) suitable and sufficient risk assessments to minimise significant risks arising out or in connection with work to an acceptable level so far as is reasonably practicable; and
  - (m) a health, safety and wellbeing management system which aims for continual improvement.
- (3) In carrying out its responsibility under the Act, the Council recognises that there may be certain employees who may share characteristics which may render them more vulnerable than others and for whom special account may need to be taken when carrying risk assessment and making safety provisions. This additional vulnerability may be because of their:-
 

<ul style="list-style-type: none"> <li>• age;</li> <li>• disability;</li> <li>• sex (gender) including gender reassignment);</li> <li>• ethnicity;</li> </ul>	<ul style="list-style-type: none"> <li>• religious belief or non belief;</li> <li>• sexuality;</li> <li>• temporary disposition (pregnant or on maternity leave).</li> </ul>
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This Policy will be reviewed every 26 months.

**Chief Executive** \_\_\_\_\_  
 \_\_\_\_\_  
**(Signed)**

**Date**

**Leader of the Council** \_\_\_\_\_  
 \_\_\_\_\_  
**(Signed)**

**Date**



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## **2.0 ORGANISATION ROLES AND RESPONSIBILITIES**

This section of the Health, Safety and Wellbeing policy sets out the roles and responsibilities of key stakeholders within Haringey Council. It also outlines the organisational expectations of those who are not employees e.g. partner organisations, contractors, service users, visitors and members of the public, where these people have contact with Haringey Council.

### **2.1 The Chief Executive**

The Chief Executive is the ultimate responsible person for Health, Safety and Wellbeing within Haringey Council and has overall authority for Haringey Council's Health, Safety and Wellbeing performance and the organisational culture it operates within. This responsibility is formed by the employer's legal duties and an individual accountability to ensure corporate policy is implemented and legal requirements are met. The Chief Executive will hold responsibility for ensuring that the requirements of the organisation's Health, Safety and Wellbeing policy are met and that sufficient financial and material resources are available for the discharge of statutory Health, Safety and Wellbeing duties. The Chief Executive delegates day to day responsibility for Health, Safety and Wellbeing to the Council Leadership Team.

### **2.2. Council Leadership Team**

Council Leadership Team is accountable to the Chief Executive for the support and promotion of positive Health, Safety and Wellbeing culture. The Team will consider the health, safety and wellbeing implications in all its strategic decisions and will be informed, when required, of significant health, safety and wellbeing issues. The Group will also receive the annual Corporate Health, Safety and Wellbeing report.

When decisions and recommendations taken by the Corporate Health, Safety and Wellbeing Board require resources not available to services, the Council Leadership Team will decide whether they are executed. The Team will make necessary resources available for their implementation.

### **2.3. The Director for Customers, Transformation and Resources.**

In addition to, and without detracting from, the general responsibilities of the Council Leadership Team, the role of the Director for Customers, Transformation and Resources is to:

- take responsibility as the responsible person for Health, Safety and Wellbeing on behalf of the Chief Executive;
- present to the Council Leadership Team an annual management review of Haringey Council's Health, Safety and Wellbeing performance; and any other significant health and safety issues when required;
- ensure that the Health, Safety and Wellbeing Policy, procedures, arrangements and guidance have been implemented effectively;
- take on the role of Wellbeing Champion for the Council;
- receive reports of any significant Health, Safety and Wellbeing issues and the outcomes of investigations from the Corporate Health, Safety and Wellbeing Team; and
- chair the Corporate Health, Safety and Wellbeing Board.

### **2.4 Directors/Assistant Directors**

All Directors and Assistant Directors are responsible for engaging the workforce in the promotion and achievement of safe and healthy conditions and behaviours. This requires the successful implementation of policy, standards and procedure as well as active monitoring of performance, by services and individuals. In general, this will require them to:



- understand the Health, Safety and Wellbeing legislation, procedures and practices that apply to their portfolio of services and have the necessary personal training and development to ensure their competence;
- adhere to Haringey Council's Health, Safety and Wellbeing management arrangements and additional measures set by the Council Leadership Team;
- actively support the promotion of positive Health, Safety and Wellbeing behaviour and take personal responsibility for encouraging best practice;
- collaborate with Haringey Council's competent persons for Health, Safety and Wellbeing;
- monitor implementation, sharing best practices and rectifying underperforming areas;
- ensure all accidents, incidents, near misses and incidents of loss and damage are recorded, investigated and reported appropriately and that any preventative or corrective action is implemented in a timely manner and communicated to all parties;
- ensure performance monitoring results and learning from loss incidents are shared suitably to ensure continual improvement can be made and sustained;
- the nominated Assistant Director:
  - chair their Directorate Health, Safety and Wellbeing Board;
  - attend the Corporate Health, Safety and Wellbeing Board representing their Directorate; and
- nominate a senior member of their management team to act as the Service Health, Safety and Wellbeing Champion as prescribed below (Section 2.5).

### **2.5 Health, Safety and Wellbeing Champion**

The Service Health, Safety and Wellbeing Champion, a senior management role, is responsible for:

- allocating sufficient time and resources to assess service health, safety and wellbeing requirements, major incidents, accidents or property damage;
- acting on behalf of and in conjunction with the Assistant Director in the implementation of the Corporate Health, Safety and Wellbeing Strategy in their services;
- discussing and instigating effective service health, safety and wellbeing arrangements which include safe working practices, health, safety and wellbeing monitoring;
- ensuring appropriate management and employee awareness about relevant health, safety and wellbeing issues in all working environments where the service is represented;
- ensuring unresolved health and safety issues are either addressed or referred back to the Director/Assistant Director for action;
- attend their Directorate Health, Safety and Wellbeing Board.
- ensuring that effective statistical data on service accident trends and any other relevant health, safety and wellbeing issues is prepared and analysed and reported to their Directorate Health, Safety and Wellbeing Board;
- ensuring that service health, safety and wellbeing objectives are integrated into relevant business planning and monitoring health, safety and wellbeing training programmes;
- if appropriate, convening/chairing a Persons of Concern Panel;
- ensuring that all local Trade Union Safety representatives and any other representative of employee safety are effectively consulted on health, safety and wellbeing representations;
- ensuring that all relevant health, safety and wellbeing information is communicated to all service areas in their Directorate; and

- attending relevant Health, Safety and Wellbeing training required to carry out their responsibilities effectively.

## **2.6 Health and Safety Representatives**

Staff Health, Safety and Wellbeing Representatives (referred to as Representatives of Employee Safety) are employees that:

- are elected by their peers to represent their views and interests in matters relating to health and safety. They will only be elected if there are any employees who do not belong to a trade union and recognised trade unions have not agreed to represent them; or
- are appointed by their trade union as a health and safety representative. An appointed representative shall so far as is reasonably practicable either have been employed by the Council throughout the previous two years, or had at least two years of experience in similar employment.

They are not appointed to undertake the health and safety management function (unless it is part of the normal work they do for Haringey Council) but can make a significant contribution to a positive health and safety culture within the workplace. Health and Safety Representatives have the same responsibilities as other employees but are also entitled to:

- represent employees generally and when the Council consults them about specific matters that will affect the health, safety and welfare of the employees;
- represent employees when Health and Safety Inspectors from the HSE consult them;
- investigate accidents, near misses, and other potential hazards and dangerous occurrences in the workplace;
- investigate complaints made by an employee they represent about their health, safety or welfare in the workplace;
- present the findings of investigations to the Head of Service;
- trade Union appointed Safety Representatives are entitled to inspect the workplace, or a part of it, having given reasonable notice, in writing, to the Head of Service and providing that the safety representative has not inspected it, or that part of it, within the previous three months. Notification should also be given to the Corporate Health and Safety Team so that a joint inspection can be carried out where appropriate;
- where there has been a substantial change in the conditions of work (whether because of the introduction of new machinery or otherwise) or new information has been received from the HSE relevant to the hazards of the workplace since the last inspection, a safety representative may, following consultation with the Corporate Health and Safety Team, conduct a further inspection;
- inspections as a result of notifiable accidents, dangerous occurrences or the contraction of notifiable diseases;
- with at least one other appointed representative, request in writing that a health and safety committee is set up; and
- attend Health and Safety Committee meetings as an employee representative.

**N.b.** The Council's Health and Safety Committee meetings are the Directorates and Corporate Health, Safety and Wellbeing Board meetings.

Trade Union Health, Safety and Wellbeing Representatives will be appointed in accordance with their trade union's rules and will have completed appropriate training to enable them to carry out their role.

Haringey Council has an Employee Side Health and Safety Representative (Unison) who represents all Council employees in health and safety matters.

## **2.7 Employees, Agency Workers, Volunteers and Persons on Work Experience**

Haringey Council reminds all employees, including temporary workers, and others engaged in work activities on its behalf, of their own health and safety responsibilities; which are to:

- take care of their own safety and that of others who may be affected by their activities;
- cooperate with the organisation on health, safety and wellbeing matters so as to enable it to carry out its own responsibilities and comply with relevant legislative requirements;

- not intentionally or recklessly interfere with, or misuse anything provided in the interests of health, safety or wellbeing and to inform managers of any dangerous work situations;
- cooperate and comply with managers in the undertaking of risk assessments and any control measures and observe safe systems of work where these are in operation;
- cooperate and comply if and when requested in the monitoring, audit and review of the Council's health, safety and wellbeing management system by the Corporate Health and Safety Team in accordance with the audit schedule;
- participate in health and safety training where required to do so;
- use any personal protective equipment provided, taking reasonable care of it and to report any loss or defect in accordance with service arrangements; and
- report accidents, incidents, near misses and acts of violence or aggression to their line manager; complete an incident reporting form in order that remedial action may be undertaken where necessary with a view to preventing recurrence.

Employees (including full-time, part-time, fixed term, agency workers, consultants, work experience, etc.) have the right to refuse carrying out an activity that put them in imminent danger of serious personal injury. Where a dispute happens between a manager and an employee about imminent danger, the manager should seek advice from the Corporate Health and Safety Team.

### **2.8 Managers**

Managers at all levels are expected to:

- ensure adequate resources are made available for the effective implementation of management systems and risk controls;
- identify all hazards within their area and ensure that risk assessments are carried out to eliminate or control the hazard, providing risk assessment data and copies of risk assessments in the shared repository;
- ensure that a safe system of work and a safe environment is maintained by adherence to Haringey Council's Health, Safety and Wellbeing Policy, standards and procedures, which extends to visitors and contractors;
- ensure that all staff are adequately trained and identify any further training needs;
- monitor their work area and report any defects found;
- ensure that all accidents/incidents, near misses and acts of violence or aggression to members of their team are investigated, and reported to the Corporate Health, Safety Team and any preventative or corrective actions are implemented;
- complete and return requested quarterly health, safety and wellbeing monitoring information to the Director/Assistant Director; and
- arrange the provision of, and enforce the use of, Personal Protective Equipment where appropriate.

### **2.9 The Head of Resilience, Operational Building Management and Safety**

Reporting to the Director for Customers, Transformation and Resources in health and safety matters, the Head of Resilience, Operational Building Management and Safety is responsible for ensuring that all senior staff receive adequate professional advice and support to enable them to fulfil their health, safety and wellbeing responsibilities and to comply with Haringey Council's Health, Safety and Wellbeing policy. The Head of Resilience, Operational Building Management and Safety is responsible for:

- having an oversight of the health, safety and wellbeing service provided to the Council and maintaining knowledge of health and safety issues;
- acquiring competent health and safety advice, which is fulfilled by the Corporate Health and Safety Manager; and
- ensuring a Corporate Health, Safety and Wellbeing Strategy is created and implemented, which is led by the Corporate Health and Safety Manager.
- Reporting to Council Leadership Team regularly on significant health, safety and wellbeing matters.

## **2.10 Corporate Health and Safety Manager**

Reporting to the Head of Resilience, Operational Building Management and Safety, the Corporate Health and Safety Manager is responsible for ensuring that all senior staff receive adequate professional advice and support to enable them to fulfil their health, safety and wellbeing responsibilities and to comply with Haringey Council's Health, Safety and Wellbeing policy. The Corporate Health and Safety Manager is responsible for:

- advising senior staff on current, amended and emerging legislation which may have an impact on the day-to-day duties of the organisation;
- supporting the Director of Customer, Transformation and Resources with the organisation of the Corporate Health, Safety and Wellbeing Board;
- providing advice to the Learning and Development Manager (HR) on the content of health and safety training initiatives required to meet the training needs of the organisation; and
- preparing the Health, safety and Wellbeing annual report and other required reports for submission to the Council Leadership Team on the overall performance of its health, safety and wellbeing management system, making recommendations where appropriate.

## **2.11 Corporate Health and Safety Team**

The Corporate Health and Safety Team, led by the Corporate Health and Safety Manager, are responsible for:

- ensuring that Haringey Council's safety management system is actively promoted and maintained;
- creating a Council Health, Safety and Wellbeing Strategy, which will be applicable for 4 years.
- fulfilling the role of the 'competent persons' on behalf of the organisation;
- establishing and implementing Haringey Council's Health Safety Policy and procedures in order to enable staff to deliver their obligations under health and safety legislation;
- preparing, when required, guidance documents, forms, factsheets, etc. The Corporate Health and Safety Manager, will approve these documents.
- preparing reports for submission to the Council Leadership Team on the overall performance of its health, safety and wellbeing management system, making recommendations where appropriate;
- promoting robust health and safety practice within the day-to-day activities and culture of Haringey Council;
- ensuring that Haringey Council maintains a consistent approach in the delivery of health, safety and wellbeing management through the establishment of Council wide procedures and the provision of advice and guidance;
- keeping statistical information on all accidents and monitor all accident and incidents that are reported under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) via the Council's accident recording system, advising where remedial action may be required;
- assisting management in undertaking a timely investigation of all serious incidents (including accidents, dangerous occurrences and near misses) and work-related ill health investigations;
- providing support to managers regarding their health and safety responsibilities;
- providing health and safety training for management and staff;
- undertaking audits and inspections to ensure that policies and procedures are appropriately applied;
- supporting staff through the provision of technical assistance and support in health and safety matters;
- promotion and support of the role of Health, Safety and Wellbeing Champions to ensure that all Directorates have adequate health and safety representation;
- providing advice on the requirements for risk assessments and Health and Safety learning and development;
- advising service managers on the implications of current health and safety legislation, statutory provisions and any subsequent change to ensure continual improvement;
- advising staff on health and safety training, and to monitor and evaluate the effectiveness of related policies, procedures and practices.
- analysing any health and safety monitoring data to identify potential or current problem areas throughout the Council;
- attend, when required, the Directorates Health, Safety and Wellbeing Boards;

- maintaining contact with local and national health and safety organisations such as the Health and Safety Executive (HSE), and seeking advice and guidance when so required;
- co-operation and consultation with employee safety representatives (trade union and non-trade union) on all work-related health and safety issues and safe systems of work.
- act as the internal health and safety auditors of the health and safety management system; and
- on behalf of the Assistant Director for Schools and Learning, review and approve category 3 educational visits.

The Corporate Health and Safety Team members have the authority to stop activities to which this policy applies, that are placing people at imminent danger of serious personal injury. In such occasions, the activity must not continue until it is carried out on a safe manner so far as it is reasonably practicable. The Director/Assistant Director must be informed, by the officer stopping the activity, as soon as possible.

The Corporate Health and Safety Team members, as part of their duties, have the right of access to Council workplaces, although unannounced visits will only be carried out when there is a business need or a health and safety concern.

### **2.12 Occupational Health and Employee Assistance Programme Provision**

Haringey Council is committed to the prevention of occupational ill health and will take steps to ensure that all reported occupational ill health is recorded. The organisation will strive to ensure an improvement in employee wellbeing and a reduction in ill health incidents.

Occupational Health is concerned with the relationship between health and work. It monitors how work and the working environment can affect the employee and how the health of the employee can affect his or her work for the organisation. Therefore, the Council is working in partnership with PHC Healthcare Ltd to provide an occupational health service which aims to protect and maintain the health of the Council's employees so as to maximise service delivery to the residents of Haringey, benefiting both employees and service users. Employees can self-refer to Wellbeing Solutions, the Employee Assistance Programme (EAP) for advice and assessment on a wide range of topics. For further information please see: [Haringey Council Occupational Health and EAP](#) or for employees without access to the Council intranet they should ask your manager or trade union representative.

### **2.13 Facilities and Building Management**

The Council is the landlord for all its large building portfolio. In order to fulfil landlord duties and building management responsibilities, buildings under the control of the Council are managed by the services with the authority and budget to do so. All buildings will be managed under the following principles:

- ensuring that health and safety related checks, servicing and statutory inspections are carried out in a timely manner;
- ensuring that buildings are clean, safe, and have the necessary welfare facilities to cater for the number and nature of occupants;
- ensuring that all contractors visiting sites to carry out work have the relevant competence to ensure that the work is carried out safely;
- ensuring that all visitors to the site are safe and that appropriate welfare facilities are provided;
- ensuring that all Council buildings have emergency controllers, appropriate emergency evacuation and first aid personnel, that procedures are put in place and Building Users Forums are set up where required; and
- ensuring that all emergency evacuation and first aid personnel lists are current and kept up to date.

The table below identifies the service that is responsible for the facilities and building management of each type of premises, unless a full maintenance lease is in place. However, the service issuing the lease is still responsible to ensure the lessee is meeting their statutory obligations related to building safety.

	Statutory Inspections, Checks, Maintenance, Servicing	Clean, Safe, Sufficient Welfare Facilities	Visitors Are Safe	Emergency Evacuation Plan	First Aider, Fire Warden, Emergency Controller	Contractors Work Safely
Care Home / Residential (not housing)	Corporate Landlord	Adults/Childrens	Adults/Childrens	Adults/Childrens	Adults/Childrens	Corporate Landlord
Children's Centre	Corporate Landlord	Children Centre Services	Children Centre Services	Children Centre Services	Children Centre Services	Corporate Landlord
Commercial (common parts and systems)	Corporate Landlord	Corporate Landlord	Building User	Corporate Landlord	Corporate Landlord	Corporate Landlord
Commercial Car Park	Corporate Landlord	Operations	Operations	Operations	Operations	Corporate Landlord
Commercial under a full maintenance lease	Lessee	Lessee	Lessee	Lessee	Lessee	Lessee
Community Centre	Corporate Landlord	Building User	Building User	Building User	Building User	Corporate Landlord
Corporate Building / Office	Corporate Landlord	Corporate Landlord	Corporate Landlord	Corporate Landlord	Corporate Landlord	Corporate Landlord
Day Centre	Corporate Landlord	Commissioning	Commissioning	Commissioning	Commissioning	Corporate Landlord
Housing stock (domestic dwelling)	Housing	Housing	N/A	Housing	N/A	Housing
Leisure Centre	Corporate Landlord	Operations	Operations	Operations	Operations	Corporate Landlord
Library	Corporate Landlord	Library Service	Library Service	Library Service	Library Service	Corporate Landlord
Park's building	Corporate Landlord	Operations	Operations	Operations	Operations	Corporate Landlord
Project work	Major Projects/Project Team	Major Projects/Project Team	Major Projects/Project Team	Major Projects/Project Team	Major Projects/Project Team	Major Projects/Project Team
Museum	Corporate Landlord	Commissioning	Commissioning	Commissioning	Commissioning	Corporate Landlord
School	Head of Centre	Head of Centre	Head of Centre	Head of Centre	Head of Centre	Head of Centre

The Council is the employer in the case of maintained schools. However, the responsibility to implement the above is delegated to the Headteacher as any other day-to-day health, safety and wellbeing responsibility.

## 2.14 The Head of Corporate Procurement

The Head of Corporate Procurement is responsible for arranging the procurement of goods and services and ensuring that:

- suppliers are comprehensively evaluated for their health, safety and welfare provision and meet corporate standards;
- all goods and services are commissioned from suppliers who have been fully evaluated and placed on the Council's Framework;
- any goods or services which do not conform to Council requirements are not used.

## 2.15 Housing and Homes for Haringey

The Council decided to bring back in-house its wholly owned company Homes for Haringey, that manages the Council's housing stock. It is expected that this decision will be made effective during 2022.

Its insourcing will have an effect in all services that currently interact with Homes for Haringey but also processes and procedures will be revised to ensure they include the required organisational and governance changes, which will be progressively implemented.

During the implementation period, Homes for Haringey activities will continue to be governed by the [HfH Health and Safety Policy](#) until this Policy and related Corporate Health, Safety and Wellbeing Procedures are reviewed.

## 2.16 Elected Members

The Elected Members and in particular Cabinet Members have responsibility to ensure that any policy decisions they are involved in, consider and address any health, safety and wellbeing implications; and this may involve consulting with the Council's Corporate Health and Safety Team in relation to any significant health, safety and wellbeing risks that may be evident.

Any significant health, safety and wellbeing matters will be reported to Members at their Staffing and Remuneration Committee meetings (as they relate to Council employees) and at their Corporate Committee meetings (as they relate to people who are not Council employees who use Council premises as a place of work).

## 3.0 ARRANGEMENTS

Haringey Council's procedures and guidance documents detail all the arrangements necessary for Health, Safety and Wellbeing management. It should be noted that what follows here is a summary of the arrangements. This policy and all related procedures, guidance and forms are published in Haringey Council's intranet. Managers of employees without access to these documents may produce hard copies when required for their information.

### **3.1 Risk Based Assessment – Risk Register**

The policy is based on an effective Health, Safety and Wellbeing management system, which aims to minimise risks to employees and others. Service areas need to assess their business-related health and safety risks through the risk assessment process.

Each team/service area should have a risk assessment register, which will be reported every 6 months via Monday.com, which highlights their residual risks. Risk assessment registers will be reported to their Directorate Health, Safety and Wellbeing Board and to the Corporate Health, Safety and Wellbeing Board.

Also, each team/service area will report their general risk assessments on a central repository to ensure corporate oversight.

Risk assessments can be general for a particular activity or individual to cover a specific situation.

All risk assessments must be completed using the recognised Haringey Council corporate template and guidance.

### **3.2 Health, Safety and Wellbeing Strategy**

The Council's Health, Safety and Wellbeing Strategy sets the aim and objectives for managing health and safety in the Council in 4 years cycle. This includes how the Council will set out to realise the strategy as well as how health and safety performance will be measured.

The standards contained in this strategy meet statutory responsibilities and good management practices that should serve to stimulate improvements in service delivery as well as health and safety performance. The Health and Safety Strategy is endorsed by the Corporate Health, Safety and Wellbeing Board for adoption throughout the Council.

The Health, Safety and Wellbeing Strategy commits the Council to continually improving the health and safety of its staff. The Health, Safety and Wellbeing Strategy is not just about achieving compliance, but will assist in realising:

- efficient, proactive and pragmatic ways of delivering health and safety;
- a safe and healthy environment for staff;
- a robust health and safety culture across the Council;
- staff wellbeing is protected, promoted and supported; and
- effective means of protecting stakeholders, including staff, pupils and visitors from harm.

### **3.3 Health and Safety Advice**

In accordance with the Management of Health and Safety at Work Regulations 1999, Haringey Council has fully qualified and competent Health, Safety and Wellbeing practitioners who are able to offer advice on all aspects of Health, Safety and Wellbeing including advice on the completion of risk assessments. Their roles and responsibilities are outlined in paragraph 2.11 of this policy.

### **3.4 Training and Information**

Health, Safety and Wellbeing training and information will be provided to employees in the following ways:

- during induction training;
- by attendance at formal training courses covering general Health, Safety and Wellbeing awareness;
- by undertaking specified E-learning courses;
- on the job training carried out by managers/supervisors;
- by participation in learning events covering job specific topics e.g. manual handling;
- by publications such as procedure documents, manuals, leaflets, and health and safety factsheets;
- by use of Haringey Council Intranet Health, Safety and Wellbeing pages.

Health, Safety and Wellbeing training needs will be identified by managers during employees’ My Conversation sessions, via learning needs analysis or identification of service specific need. Managers must ensure that appropriate training is provided and that those identified as in need of training participate fully in it.

### 3.5 Consultation and Communication

The Council has several meetings where health and safety is discussed at different levels in the organisation. They are used for consultation with key stakeholders in changes to the health and safety management system, for communication with employees, for hazard reporting and are part of the decision-making process.

These meetings separate between strategic and operational.

## Strategic



Level	Cohort	Topics
Corporate Committee	Members	<ul style="list-style-type: none"> <li>• Policy and Strategy formal approval</li> <li>• Enforcement action against Council</li> <li>• HSW annual report</li> <li>• Decisions involving significant budget needs</li> </ul>
Staffing and Remuneration Committee	Members	<ul style="list-style-type: none"> <li>• Policy and Strategy formal approval</li> <li>• Enforcement action against Council</li> <li>• HSW annual report</li> <li>• Decisions involving significant budget needs</li> </ul>
Council Leadership Team	CE and Directors	<ul style="list-style-type: none"> <li>• Strategic health, safety and wellbeing decisions</li> <li>• Decision on expenditure of significant resources</li> <li>• Oversee compliance on statutory duties</li> <li>• Seek assurances that deviations are resolved</li> </ul>
Corporate HSW Board	Chair: Director of Customer Transformation and Resources OR Head of Service Deputy Head of Service – H&S Director/AD per Directorate Staff Rep	<ul style="list-style-type: none"> <li>• Document review (Policy/Strategy recommendation for approval. Procedures approval)</li> <li>• Approval of initiatives</li> <li>• Corporate HSW update</li> <li>• Legislation update</li> <li>• Enforcing action</li> <li>• Strategic KPIs                             <ul style="list-style-type: none"> <li>○ H&amp;S Strategy</li> <li>○ Health and Wellbeing Strategy</li> <li>○ Building compliance (TF)</li> </ul> </li> <li>• Corporate risk log</li> </ul>

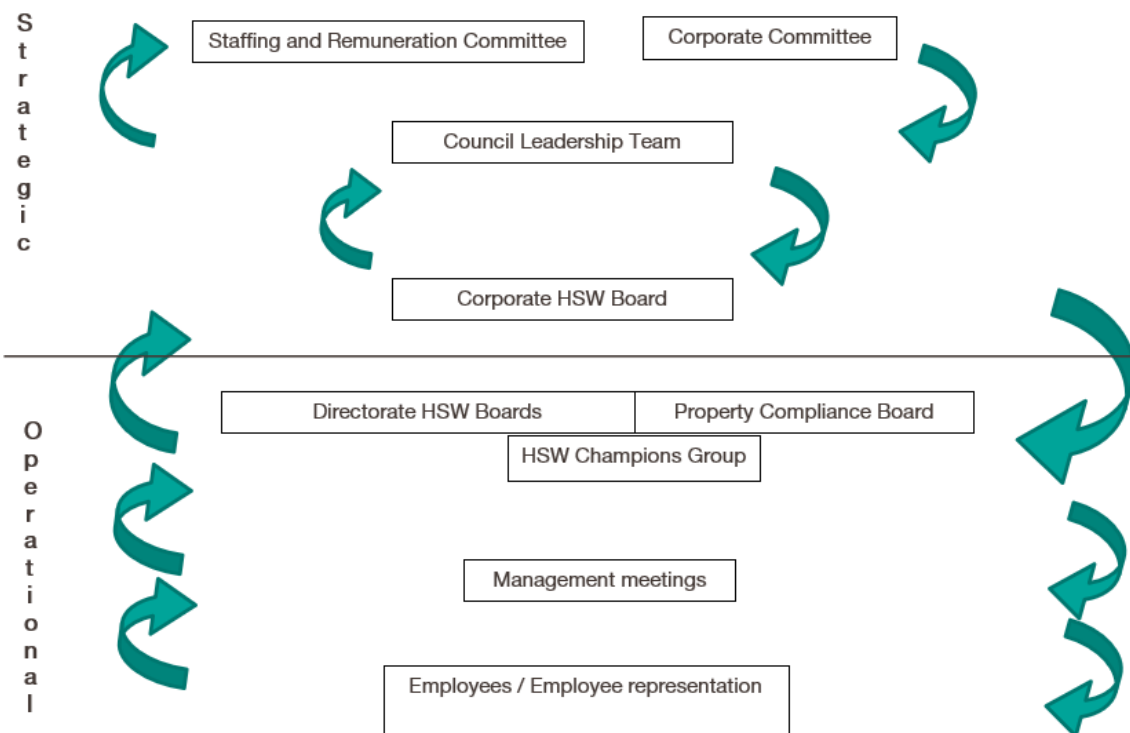


# Operational



Level	Cohort	Topics
Directorate HSW Boards (each directorate)	Chair: Director/AD HSW Champion Staff Rep Service Managers H&S Adviser	<ul style="list-style-type: none"> <li>Implementation of H&amp;S Policy/Procedures</li> <li>Directorate risk register</li> <li>H&amp;S Training gaps</li> <li>H&amp;S audit results and pending actions.</li> <li>Significant accidents/incidents</li> <li>Sickness absence</li> </ul>
Property Compliance Board	Chair: Head of Resilience, Operational Building Management and Safety Portfolio Managers	<ul style="list-style-type: none"> <li>Endorsement of H&amp;S procedures related to building compliance</li> <li>Oversee compliance on Council's estate</li> <li>Addresses non-compliance</li> </ul>
Health, Safety and Wellbeing Champions Group (online group)	Health, Safety and Wellbeing Champions	<ul style="list-style-type: none"> <li>Share best practice</li> <li>Disseminate relevant information to their Service Areas</li> <li>Bring health, safety and wellbeing issues for informal discussions</li> </ul>
Management meetings (including a focus on Service operational H&S)	Chair: Head of Service Service Managers	<ul style="list-style-type: none"> <li>H&amp;S concerns</li> <li>H&amp;S Training needs</li> <li>H&amp;S inspection/audit results and corrective actions.</li> <li>Accidents/incidents and action plans</li> <li>Wellbeing (initiatives, sickness, issues)</li> </ul>
Team meetings (including a focus on team's H&S)	Chair: Team Manager Employees	<ul style="list-style-type: none"> <li>H&amp;S concerns</li> <li>Team RAs</li> <li>Individual accidents</li> </ul>

# H&S Governance



## 3.5.1 Council Leadership Team

The Council Leadership Team is consulted on strategic health, safety and wellbeing decisions that affect the Council as a whole. It is also informed, when required, of significant health, safety and wellbeing issues.

The Team is informed about building compliance and other health, safety and wellbeing statutory duties that the Council has as the employer, and as social housing landlord. The Council Leadership Team will be informed about health, safety and wellbeing compliance regularly, and of building compliance.

When decisions and recommendations require significant resources, the Council Leadership Team will decide whether they are executed. The Team will make necessary resources available for their implementation.

## 3.5.2 Corporate Health, Safety and Wellbeing Board

The Corporate Health Safety and Wellbeing Board chaired by the Director of Customers, Transformation and Resources, has an executive role on matters that supports the implementation of this Policy and that do not require significant resources. It also has an advisory and co-ordinating role and can make recommendations to the Corporate Board on health, safety and wellbeing related matters where a strategic decision or considerable resources are sought. The decision to take matters to the Corporate Board rests on the Director of Customers, Transformation and Resources

The Corporate Health Safety and Wellbeing Board is the formal consultation route for health and safety matters, policy and procedures. It is composed of representatives drawn from senior management, recognised Trade Unions and representatives. The Health, Safety and Wellbeing management system escalates from each workplace in the Council to this Board in the form of significant risks and the Health, Safety and Wellbeing Risk Registers form a substantial part of the Council's overall risk management framework. The terms and reference of the Corporate Health, Safety and Wellbeing Board are:

- to meet on a quarterly basis and be chaired by the Director of Customers, Transformation and Resources;
- it will comprise the following attendees:
  - Director/AD representative for each Directorate
  - Corporate and Local Trade Union Safety Representatives as appropriate
  - Corporate Health and Safety Team representatives
  - Head of Resilience, Operational Building and Safety
  - HR Employment & Reward Manager
  - Any other Officer as agreed by the chair;
- establishing and maintaining a robust health and safety management system to comply with relevant legislation;
- developing the Health, Safety and Wellbeing Policy, ensuring it is reviewed regularly and revised if required;
- developing procedures and systems to ensure compliance with the policy;
- implementing a programme of inspection and audit to monitor the implementation of the Corporate Health, Safety and Wellbeing Management System;
- to receive health, safety and wellbeing risk register(s), building compliance and report to the Corporate Board as required;
- approval of health, safety and wellbeing initiatives;
- to be informed of enforcing action and remedial actions taken;
- to oversee the corporate KPIs emanating from the Corporate Health, Safety and Wellbeing Strategy;
- to oversee building compliance and corporate risk log;
- form the basis of consultation with Trade Union Safety Representatives about corporate health, safety and wellbeing policy issues.

## 3.5.3 Directorate Health, Safety and Wellbeing Boards

The Directorate Health, Safety and Wellbeing Boards is chaired by the Director or nominated AD, has the purpose to control the operational Health, Safety and Wellbeing on the directorate.

Local Health, Safety and Wellbeing issues and action plans escalates from each service area to this Board. The terms and reference of the Directorate Health, Safety and Wellbeing Champions Boards are:

- to meet on a quarterly basis, at least two weeks before the Corporate Health, Safety and Wellbeing Board, and be chaired by the Director or nominated AD. It will comprise the following attendees:
  - Directorate Health, Safety and Wellbeing Champion
  - Corporate and Local Trade Union Safety Representatives as appropriate
  - Heads of Service
  - Corporate Health and Safety Team representatives
  - Any other Officer as agreed by the chair;
- to report significant health, safety and wellbeing issues and escalate them to the Corporate Health, Safety and Wellbeing Board as required;
- to implement health, safety and wellbeing Policy and procedures;
- oversee the directorate risk register;
- analyse and remedy health, safety and wellbeing training gaps;
- oversee health and safety audit results and pending actions;
- discuss significant incident/accident and actions taken to prevent recurrence; and
- review sickness absence and actions taken to minimise it.

## 3.5.4 Property Compliance Board

The purpose of the Property Compliance Board (The Board) is to ensure that all properties owned and managed by Haringey Council or its appointed partners and contractors are compliant with statutory requirements and Council policy.

The Chair of this board is the Head of Resilience, Operational Building Management and Safety, and membership of the Board will include portfolio managers and other officers that hold responsibility to ensure statutory building compliance is maintained throughout the buildings under the control of the Council.

The Board's duties include:

- Identifying gaps, closing of identified gaps and performance monitoring against the Council's property-related policies and procedures. A standing item on the status of property-related policies and procedures will form part of the agenda under which gaps in policy coverage and performance against policy requirements will be discussed and monitored.
- Ensuring all statutory tests, inspections and maintenance regime for all building plants, equipment and engineering services are carried out in compliance with legislative requirements. Agreed key performance indicators relating to compliance will be provided for each meeting. The information will be taking directly from Technology Forge (TF), the Council's property and asset management software.
- Ensuring all properties owned by the Council are maintained in safe and effective state of repair. During meetings, each portfolio managers will address measures taken or recommended to ensure the effective maintenance of properties.
- Monitoring the services provided on behalf of the Council by partners and contractors to ensure effective property management and optimum service delivery. This will be achieved through the review of the quarterly performance data on property compliance which will be circulated to the Board at least a week in advance of each meeting.

- Specifying and prioritising compliance monitoring and agreeing any changes in the scope and frequency of monitoring. The Board, through its discussions, will refer to risk data, industry guidance, changes in legislation etc., to inform changes to the scope and frequency of compliance monitoring.
- Ensuring that partners, contractors and Council staff with responsibilities for building management have the necessary resources and access to information to enable them fulfil their mandates. This will be achieved by:
  - i. Providing a platform for sharing information and expertise in addressing the challenges faced across the portfolios.
  - ii. Identifying needs and developing strategies for investment to improve the condition, safety and compliance of properties.

### 3.5.5 Health, Safety and Wellbeing Champions Group

The Services Health, Safety and Wellbeing Champions Group has a consultation and co-ordinating role and can make recommendations to be considered in the Corporate Health, Safety and Wellbeing Board.

It is composed of representatives drawn from management from Service Areas, recognised Trade Unions and representatives. The Health, Safety and Wellbeing management system escalates from each workplace in the Council to this Board, in the form of significant risks and the Health, Safety and Wellbeing Risk Registers, which form a substantial part of the Council's overall risk management framework. The Group main tasks are:

- to disseminate relevant health, safety and wellbeing information to their service area;
- to report significant health, safety and wellbeing issues and escalate them to the Corporate Health, Safety and Wellbeing Board as required;
- consultation on the health, safety and wellbeing management system documents;
- consultation on health, safety and wellbeing initiatives;
- to receive health, safety and wellbeing updates, including relevant legislative updates;
- to receive health, safety and wellbeing updates from Directorates Health, Safety and Wellbeing Boards;
- form the initial basis of consultation with Trade Union Safety Representatives about corporate health, safety and wellbeing policy issues.

### 3.5.6 Team/Service meetings

Team meetings are the forums for employees to raise health and safety concerns that cannot be dealt with locally. These issues should be taken to the Directorate Health, Safety and Wellbeing Board if they cannot be resolved in Team/Service meetings. The Health, Safety and Wellbeing Champion reports those issues to its Directorate Boards.

It is also the forum where team/service managers feedback information to employees from the Directorate Health, Safety and Wellbeing Board and, if applicable, the Corporate Health, Safety and Wellbeing Board.

### 3.5.7 Consultation with Trade union-appointed health and safety representative

By law, the Council must consult its trade union-appointed health and safety representatives about:

- any change that may substantially affect the health and safety of the employees the health and safety representatives represent. Such changes may include:
  - new or different corporate procedures;
  - types of work;
  - equipment;
  - premises;
  - ways of working (for example, new shift patterns);
- the Council's arrangements for getting competent people to help meet its obligations under health and safety laws;

- information that must be given to the employees the health and safety representatives represent on the likely risks in their work and precautions they should take;
- the planning of health and safety training; and
- the health and safety consequences of introducing new technology.

### **3.6 Accident Reporting**

Haringey Council requires that all its employees (including agency staff and contractors) promptly report any accidents, incidents, near misses or reportable work-related illness, using its accident/incident reporting and recording procedure. Accident/Incident report forms are completed by employees and managers. This information is then recorded on the accident reporting form and sent to the relevant parties stated on the form.

Where accidents or incidents are reportable to the Health and Safety Executive (HSE) under the RIDDOR Regulations, they will be reported by the Corporate Health and Safety Team. Service managers must review all such incidents, investigate the causes where these are in doubt, and put in place appropriate actions to reduce the potential for further harm from a recurrence. The Corporate Health and Safety Team can assist managers/service managers in incident investigation.

### **4.0 AUDIT AND MONITORING OF THE HEALTH, SAFETY AND WELLBEING POLICY**

Haringey Council recognises the importance of regular audit, monitoring and review of the health and safety policy and its Corporate Health, Safety and Wellbeing Management System supporting documents. Corporate Council wide audits of the Health, Safety and Wellbeing system will be carried out by Haringey Council's Corporate Health and Safety Team and the findings reported to the Corporate Health, Safety and Wellbeing Board.

The Corporate Health and Safety Team shall review the Health, Safety and Wellbeing management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. Reviews shall include assessing opportunities for improvement and the need for changes to the management system, including the Health, Safety and Wellbeing policy and Corporate Health, Safety and Wellbeing objectives. Records of the management reviews shall be retained. The policy is monitored by the following means:-

- through oversight at the Corporate Health, Safety and Wellbeing Board;
- recommendations from monitoring and audit;
- sickness absence/accident and incident data;
- employees' survey;
- annual Health, Safety and Wellbeing reports; and
- consultation meetings with the Trade Unions and their Safety Representatives.

Haringey Council will ensure that such monitoring is sufficient to ensure policies and procedures are effective.

#### **4.1 Review of the policy**

This policy will be reviewed every 26 months and will consider:

- changes in legislation and Approved Codes of Practice (ACOPs);
- changes in safe working practices;
- up-dated knowledge of hazards;
- changes to Haringey Council's organisational structures;
- accidents or occupational ill-health issues; and

- regulatory enforcing authority action. In the event of such action, the Chief Executive will initiate an immediate review.

**5.0 INFORMATION FOR CONTRACTORS, PARTNERS AND VISITORS**

**5.1 Contractors**

All contractors will be required to conform to this Policy. They must ensure that any employee or sub-contractor under their control is made aware of and complies with the appropriate arrangements for health and safety. Contractors when working for the Council must conduct their activities in such a way that they do not endanger Council employees or anyone for whom the Council has a duty of care.

Contractors are expected to carry out their own risk assessments and method statements to ensure the Health, Safety and Wellbeing of employees and others that might be affected by their undertakings. A contractor’s failure to comply with statutory requirements and Haringey Council policies, procedures and risk assessments will be considered as a breach of contract.

Where possible, the Health, Safety and Wellbeing Policy and procedures of partner organisations will work in conjunction with those of Haringey Council. The Council will work together with other agencies to improve the standards of Health, Safety and Wellbeing performance of its contractors.

All contractors will be expected to co-operate with the organisation’s vetting scheme as it is developed.

**5.2 Partner Organisations**

Haringey Council will ensure as far as practicable, that the Health, Safety and Wellbeing policies and procedures of partner organisations are harmonised with those of Haringey Council to reduce the risk of conflicting standards. This will be achieved by using a robust selection process as appropriate.

**5.3 Schools**

The Schools’ Health and Safety Policy states the school’s health and safety governance (roles and responsibilities), and how health and safety is carried out in schools where the Council is the employer. The Council retains overall responsibility, but allocates to head teachers the task of ensuring that the school is a safe place for employees, pupils and visitors.

**6.0 Related Haringey Health, Safety and Wellbeing Procedures and Guidance**

[Health, Safety and Wellbeing procedures, guidance and other related documents](#) emanate from this policy. Once approved, they are published on the intranet and available to all employees. For employees without access to the Council intranet, employees should ask their managers for a copy. They can also ask the Corporate Health and Safety Team or trade union representative for information.

<b>PREPARED BY</b>	Corporate Health, Safety and Team
<b>APPROVED BY</b>	<b>Chair of Staffing and Remuneration Committee</b>
	Name: Councillor Date:
	<b>Chair of the Corporate Committee</b>
	Name: Councillor Date:

	Approval is recorded on the minutes of the above meetings.
<b>DATE CREATED</b>	June 2014
<b>VERSION</b>	Corporate Health, Safety & Wellbeing Policy version 5
<b>REVISED</b>	May 2022
<b>REVIEW DATE</b>	June 2024

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