
Staffing and Remuneration Committee

MONDAY, 29TH JUNE, 2015 at 7.00 pm HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Amin (Chair), Arthur, Berryman (Vice-Chair), Elliott and Vanier

AGENDA

1. FILMING AT MEETINGS

Please note 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

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda items where they appear). New items of unrestricted urgent business will be dealt with at item 15 below, new items of exempt urgent business will be dealt with at item 21 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:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) 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 - 12)

To consider and approve the minutes of the meeting of the Staffing and Remuneration Committee held on 26 January 2015, and the minutes of the special meeting of the Committee held on 19 February 2015.

7. FORWARD PLAN (PAGES 13 - 18)

To approve the Forward Plan, enabling the Committee to be aware of upcoming issues and to have an input in Human Resources activity planning.

8. UPDATE ON IMPLEMENTING THE WORKFORCE PLAN

Presentation.

9. WORKFORCE HEALTH AND WELL BEING STRATEGY (PAGES 19 - 46)

To endorse Haringey's Workforce Health and Wellbeing Strategy and to champion workforce health and wellbeing at the senior and strategic level in order to embed the Strategy across the Council and in parallel with the Workforce Plan.

10. RESTRUCTURE POLICY, REDEPLOYMENT POLICY AND VR PROCEDURE - UPDATED POLICIES (PAGES 47 - 104)

To seek approval for revised policies on restructure, redeployment and voluntary redundancy.

11. WORKFORCE PLAN, MTFS AND CORPORATE PLAN - EMPLOYEE IMPLICATIONS (PAGES 105 - 126)

Report to Committee on the outcome of consultation.

12. WORKFORCE DATA - JANUARY TO MARCH 2015 (PAGES 127 - 146)

To present the Committee with data regarding the workforce (included non-employed workers), absence rates and equalities data for the period January to March 2015.

13. REMOVAL OF THE DESIGNATED INDEPENDENT PERSON REQUIREMENT FOR THE DISMISSAL OF THE HEAD OF PAID SERVICE, THE MONITORING OFFICER AND CHIEF FINANCE OFFICER (PAGES 147 - 150)

For the Committee to note the legislative changes in relation to the requirements for the dismissal of the Head of Paid Service, the Monitoring Officer and Chief Finance Officer.

14. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS (PAGES 151 - 162)

Report of the Assistant Director of Corporate Governance and Monitoring Officer to inform the Committee of non-executive delegated decisions and significant actions taken by Directors.

15. NEW ITEMS OF URGENT BUSINESS

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

16. EXCLUSION OF THE PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government 1972 – paras 1 and 4 ; namely information relating to any individual, and information relating to consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the Authority or a Minister of the Crown and employees of, or office-holders under, the Authority.

17. EXEMPT MINUTES (PAGES 163 - 172)

To receive the exempt minutes of the meetings of the Staffing and Remuneration Committee held on 26 January and 19 February 2015, and the minutes of the meeting of the Council and Employee Joint Consultative Committee held on 22 January 2015.

18. MODERN REWARD STRATEGY UPDATE ON SENIOR MANAGERS PAY AND GRADING REVIEW (PAGES 173 - 174)

To receive a presentation updating the Committee on the background work being undertaken on the Chief Officers and Senior Managers pay and grading review.

19. CHIEF OPERATING OFFICER RECRUITMENT AND SELECTION

Report to follow.

20. PROPOSED APPOINTMENT OF ASSISTANT DIRECTOR - HUMAN RESOURCES (PAGES 175 - 178)

Report of the Chief Operations Officer.

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

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

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Friday, 19 June 2015

**EXEMPT/ UNRESTRICTED MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
MONDAY, 26 JANUARY 2015**

Councillors Arthur, Elliott, McShane, Meehan (Chair) and Vanier

LC38. APOLOGIES FOR ABSENCE

There were no apologies for absence.

NOTED

LC39. URGENT BUSINESS

There were no items of urgent business.

NOTED

LC40. DECLARATIONS OF INTERESTS

There were no declarations of interests.

NOTED

LC41. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

The Chair advised that a request had been received from Chris Taylor on behalf of the Trade Unions to address the Committee in relation to agenda item 6 – Haringey Academy’.

The Chair agreed to receive the deputation and advised that the address would be for no more than 3 minutes.

Mr Taylor addressed the meeting and stated the following points:

- The Unions welcomed the proposals, particularly the apprenticeship programme and the commitment to provide opportunities for young people leaving care and/or who were not in education, employment or training. But the intake from these groups would require to be monitored to ensure that opportunities were actually being offered to them.
- The main issue of concern was that the Council would not pay apprentices the London Living Wage in the first year, when in fact it paid the living wage to all directly employed staff, and therefore apprentices should be no exception.
- The reason for not paying was that paying only the minimum wage would allow 8 more apprentices to be taken on per year, but the argument that paying less than a living wage, pay poverty wages, so that more staff could be taken on was a spurious and dangerous one, and not an argument that the Unions expected a Labour council to be making. For an apprentice, the cost of living was still the same as for any other worker, and the wage should reflect this.

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- With reference to paragraph 6.7 of the report, the proposal on pay was positively benchmarked against other neighbouring boroughs, but paragraph 6.6 stated that Islington Council paid the living wage to apprentices, so if Islington could pay it, why should Haringey not. The paragraph also stated that providers had reported that the higher the salary the better the response and the calibre of applicants – and this would appear to be a very good argument for paying the living wage.
- In the Unions view the amount of money being used was a pittance and that the Unions believed that the council could easily afford to pay the living wage and take on 8 more apprentices. This was the council that was currently spending £20,000 a day on consultants and interims. A tiny proportion of this could be spent on providing opportunities for people who will be the organisation's future.
- The report stated that paying the living wage to apprentices would cause tension with existing employees who were fully trained to fulfil their roles. This was a somewhat grim and negative view of staff, which there was no evidence to support. In the past, some people would have argued that there should not be equal pay for women because it would make men angry. A small number of people may think like that, but this should not be pandered to, and apprentices would only be paid 80% of the weekly living wage as they would be at college for one day a week, so pay differentials should not be an issue. Employees in some areas where there were apprentices would be paid above the living wage anyway, so it would not be an issue there. For those employees that were on the living wage only, consideration could be given to an uplift in their pay to maintain a differential.
- That it was noted that the interns would be paid at scale 4, and were likely to be graduates from more affluent backgrounds, probably more likely to be white. The Unions felt that it was wrong that interns should be paid a living wage while apprentices, who will be more likely to be from disadvantaged backgrounds and marginalised groups, would be paid poverty wages, and that it was rather disappointing to see people on well over £100,000 a year arguing for others to be paid poverty wages.
- Finally, in terms of appendix 1 of the report the Unions queried why it was deemed to be preferable for apprentices to have GCSE Maths and English, particularly if the aim was to provide access to people who were from marginalised groups such as those leaving care, who may not have had full access to educational opportunities. In line with council recruitment, if qualifications were not essential to the job, which they obviously were not as they were merely preferable, then they should not be mentioned at all.

There being no points of clarification from the Committee the Chair thanked Mr Taylor for his address.

NOTED

LC42. MINUTES

RESOLVED

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
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That the unrestricted minutes of the Staffing & Remuneration Committee held on 20 November 2014 be agreed and signed as an accurate record of the proceedings.

LC43. HARINGEY ACADEMY - ENTRY SCHEMES AND APPRENTICESHIPS FOR EXISTING STAFF

The Chair asked for a brief introduction of the report.

The Human Resources Advisor – Ms Rowing advised that the report before the Committee proposed a number of entry level schemes and an apprentice-like offer of qualification training for existing staff., and would form part of the of the Haringey Academy which included principles and processes for managing Haringey's capability and talent, together with ill providing clear career paths, and development opportunities for the skills that Haringey needed in the future. Ms Rowing, in highlighting that the Haringey Academy was part of the Council's Workforce Plan, intended to create an agile workforce that would help achieve the goals set out in the Corporate Plan, outlined the main objectives which were detailed in paragraph 5.2 of the report and were:

- a) Contribution to the re-balancing of the workforce profile
- b) To develop job ready employees with the right skills
- c) Increase job opportunities for Haringey residents
- d) To introduce entry level schemes in the Council to employ a minimum of 20 apprentices and provide ten internships each year for the next three years
- e) Provide a co-ordinated and consistent programme within the organisation and contribute to Priorities 1 & 4 in the new Corporate Plan
- f) Develop career pathways and skills for the future in the Council
- g) 90% successful completion of an apprenticeship framework
- h) 80% retention – with apprentices gaining permanent employment within the Council or with its' partners and contractors

Ms Rowing further commented that as expressed in the deputation, whilst the joint Trade Union & HR Corporate Committee had in discussions given their support to the proposals they had been clear that all apprentices should be paid the London Living Wage bas detailed in Option 2 of recommendation 4.2. Ms Rowing commented that it was for the Committee to decide on which of the options it would prefer to agree or make recommendations on an alternative course of action.

The Committee briefly discussed the proposals and were responded tro on a number of points - the following main points were noted:

- That there needed to be some strengthening of the performance and specific outcomes for those entering and proceeding through the scheme, in the form targets and performance indicators;
- That in terms of the issue raised by the Unions in respect of the level of salary to be paid to apprentices, and whether there should be a London Living wage paid from the outset, it was felt that as a compromise the London Living Wage should be paid after 6 months on the scheme – which would then give some incentive for individuals to work towards reaching the six month point.

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The Chief Operating Officer – Mrs Evans advised that officers would report further on the drawing up of targets and performance indicators.

There being no further comments, on a **MOTION** by the Chair it was:

RESOLVED

- i. That approval be given to the delivery of an Apprenticeship Programme aimed at 16 – 24 year old Haringey residents or those aged at least 16 attending a school in the London Borough of Haringey, from April 2015;
- ii. That approval be given to the delivery of a programme for Traineeships from April 2016 which would be an education and training programme, with work experience, focused on giving young people the skills and experience that employers were looking for, aimed at those who would be leaving care and/or who were Not in Education, Employment or Training (NEET) who may require more support in preparation for Apprenticeships, as detailed in appendix 5 of the report;
- iii. That approval be given to the delivery of a programme for internships, also aimed at Haringey residents and that the salary for Internships be confirmed as detailed in para 9.6. of the report;
- iv. That approval be given to the level of wage to Apprentices being paid as set out in Option 1 of the report but with an amendment to this option to allow for Apprentices to be at the London Living Wage after month 6 of the apprenticeship;
- v. That approval be given to the payment of expenses to Traineeships as set out in Section 9.2 of the report;
- vi. That existing staff (where appropriate) be offered the opportunity to follow Apprenticeship Qualification Frameworks, as part of their skills development. As detailed in Section 8.1 of the report; and
- vii. That officers report back to the Staffing & Remuneration Committee giving details of strengthening of the performance and specific outcomes for those entering and proceeding through the scheme, in the form targets and performance indicators .

LC44. REPORT ON THE PROCESS FOR MANAGING CONSULTANTS & INTERIMS INTO THE ORGANISATION

The Chair asked for a brief introduction of the report.

The Human Resources Adviser – Ms Engwell advised the Committee that at the beginning of December 2014 Assistant Directors were asked to submit a business case by 23 December for each Consultant or Interim working in their business area. The information provided was used to update the central register and a copy of the final information relating to Quarter 3 was attached at Appendix 2.

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Ms Engwell advised that the new process was introduced on 1 January 2015 and required a business case to be completed by the hiring manager, authorised by their Assistant Director and finally signed off by both the Assistant Director HR and the Chief Operating Officer. The new process was more robust and ensured that value for money was evidenced both at the initial engagement stage and when an extension to the contract was requested. Ms Engwell advised that a comparison of the data for Q2 and Q3 was attached at Appendix 1 of the report and overall, there had been seven fewer Consultants/Interims engaged at the end of December 2014 compared to the end of September 2014 with each category showing a slight reduction in contractors. The Christmas period was seen as a natural end point for contracts and the majority of those leaving left in December. As a result, the overall estimated annual cost also reduced by £530,880.

Ms Engwell also advised that the estimated off contract spend also reduced considerably due to the reduction in contracts but more significantly, due to work that had been done with business unit managers to move contractors to one of the Council's framework agencies. At the end of the quarter only eight contractors would be engaged through an agency not on the framework and work would continue during the next quarter to further reduce the number. Ms Engwell advised that there would from now on be a quarterly report to the Staffing & Remuneration Committee detailing and updating on the position.

The Committee then briefly discussed the details of the appendices circulated and officers responded in relation to the status of a number of consultants and interims. In particular members clarified the differing levels of rates paid to consultants and seeming variations, together with the length of time a number had been in post.

In response Ms Evans advised that the differing levels in pay was attributed to different sensitivities in certain posts, and that this was then reflected in the rate of fee. Ms Evans advised that employing service heads or Assistant Directors were now required to give a clear business case in terms of value for money, and were now challenged in terms of covering established posts, and that outcomes needed to be defined, and likely achievement.

The Interim Director of Children Services – Mr Abbey advised the Committee that in relation to Children's Services and the number of positions being filled either by interims or consultants, it was a fact that the position was a reflection of the acute situation facing the service and that this was highlighting a 29% vacancy rate within Children's services, and that across London there was a 40% vacancy rate in this service as a whole. Mr Abbey advised that he was striving to manage the level of consultants and interims but there was also need to ensure that services were maintained and set targets and improving services were met, and also that the delivery and outcomes highlighted by OFSTED were a priority and the Council was being held to account in terms of meeting these. The aim was to ensure that the current structure in terms of interims and consultants was permanently recruited particularly at senior management level. Mr Abbey advised that there were currently 53 vacant posts across the service area and there had been 36 voluntary resignations.

There being no further points of clarification the Chair then summarised and it was:

RESOLVED

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- i. That the report be noted; and
- ii. That a further report be brought to the next meeting of the Staffing and Remuneration Committee on 30 March 2015 on the latest position on interims and consultants.

LC45. ANY OTHER BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Nil.

**UNRESTRICTED MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
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Councillors Arthur, Elliott, McShane and Meehan (Chair)

Apologies Councillor Vanier

LC51. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Vanier.

NOTED

LC52. URGENT BUSINESS

The Democratic Services Manager – Mr Hart, advised that Items 5 and 8 on the Agenda – Reward: Performance Management Scheme for Chief Officers had been marked ‘TO FOLLOW’ on the agenda had been sent to members on 18 March 2015. There would need to be reasons for lateness given when the Committee considered these items.

NOTED

LC53. DECLARATIONS OF INTERESTS

There were no declarations of interests.

NOTED

LC54. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

Nil Items.

LC55. REWARD: PERFORMANCE MANAGEMENT SCHEME FOR CHIEF OFFICERS - TO FOLLOW

The Chair asked for an introduction of the report.

The Human Resources Advisor – Ms Mathieson informed the meeting that the reasons for lateness in circulating the report had been due to the fact that the employee consultation period had not closed until Monday 16 February 2015 and comments received needed to be given due consideration and included within the circulated report.

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Ms Mathieson advised the Committee of its 'in principle' decision of 26 January 2015 to cease the Performance Management Schemes for Chief Officers and to make a payment to officers to recompense them for this and to recompense them for the period that the Schemes were not applied in accordance with the terms of the Schemes. The 'in principle' decision was then subject to formal employee and trade union consultation, and subject to the Staffing & Remuneration Committee being informed of the outcome of the consultation exercise prior to a final decision being taken. Ms Mathieson advised that the report detailed the outcome of the employee and trade union consultation exercise and sought an appropriate decision. Ms Mathieson advised that previously it had been reported that sixty five employees were in scope of the exercise. However, following the departure of two employees there were now sixty three current employees within scope.

In respect of the consultation embarked upon Ms Mathieson highlighted that:

- All affected employees were sent a letter on 28 January 2015 detailing the proposal as agreed at the Staffing and Remuneration Committee on 26 January 2015 together with a set of FAQs. A copy of the letter and the FAQs were attached at Appendix A of the report.
- Employees attended one of two briefing sessions which took place on 28 January and 4 February 2015. The trade unions had also been invited to the briefing sessions but did not attend. At each session the employees were briefed on the content of the consultation letter and were given every opportunity to ask any questions. The questions that were raised at each sessions and the responses given were detailed in Appendix B of the report. Of the sixty three employees who were in scope of this exercise, forty two attended the briefing sessions (67%).
- Employees were given the opportunity to provide written comments throughout the consultation period and/or had a one to one meeting with the Chief Operating Officer or officers from Human Resources. Eighteen employees (29%) supplied written comments detailed in Appendix C of the report and one employee had a one to one meeting. Forty five (71%) employees did not provide any comments.
- Of the eighteen employees who provided a written comment, fourteen (78%) had been satisfied with the proposal, two (11%) were partly satisfied and two (11%) did not specify either way. Overall sixteen (89%) of the eighteen employees who responded had been satisfied with the payment offer.
- On 6 February 2015 employees were further advised that they would be requested to sign a settlement agreement which would be in full and final settlement of any claims they may have under the Schemes. See section 5 for further details.

Ms Mathieson then briefly outlined the outcome of the consultation, namely :

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- On balance a majority of the employees had expressed their satisfaction with the way forward with a small number expressing some dissatisfaction, with the main concern being that the Scheme was being ceased without an alternative Scheme to replace them;
- The Senior Leadership Team (SLT) recognised that ceasing the Schemes with no alternative Scheme in place was not ideal, but SLT did not wish to have a Performance Related Scheme for senior managers in isolation from the rest of the workforce. There was a plan in place to review the pay and grading arrangements of senior managers which we anticipate should be completed by September 2015 and a review of the rest of the workforce by April 2016. The details of this had been previously reported to the Staffing & Remuneration Committee as part of the Workforce Plan and Modern Reward Strategy. The fact that a majority of the employees indicated their satisfaction with the proposal, SLT agreed to recommend that the Staffing & Remuneration Committee give consideration to the proposals that had been consulted on as outlined in section 2 of the report.
- On 18 February 2015 employees were written to informing them of the outcome of the consultation exercise, including SLT's decision to recommend adoption by the Staffing & Remuneration Committee. An updated FAQs was also circulated with the letter on 18 February 2015 to include the questions that had been raised during the consultation period. A copy of the letter and the FAQs was attached at Appendix D of the report.

Ms Mathieson then advised that discussions then needed to then proceed in the exempt part of the proceedings.

The Committee resolved to exclude the public and press.

The Committee resolved to re-include the public having considered the exempt item.

The Chair then summarised and it was:

RESOLVED

- i. That approval be given to the ceasing of the Reward: Performance Management Schemes for Chief Officers with effect from 1 April 2015;
- ii. That approval be given to compensating employees in recognition of ceasing the Schemes and in recognition of the non application of the Schemes as follows:
 - a. That eligible full-time employees be paid a lump sum payment (non – consolidated) of £4,000 where they have been employed under the

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Schemes throughout the qualifying period of 1 April 2011 to 31 March 2015.

- b. That the lump sum payment to be subject to normal deductions such as National Insurance, Tax and Pension;
- c. That this payment would be pro rata for part time employees and for employees who had only worked part of the qualifying period and for employees who had been employed under the Schemes for only part of the qualifying period; and
- iii. that approval be given to employees being requested to sign a settlement agreement to waive any contractual and statutory rights they may have under the Schemes as detailed in section 5 of the report.

LC56. EXCLUSION OF THE PUBLIC AND PRESS

LC57. REWARD: PERFORMANCE MANAGEMENT SCHEME FOR CHIEF OFFICERS - TO FOLLOW

The Committee noted the advice given by Ms Mathieson.

LC58. RE-INCLUSION OF THE PUBLIC AND PRESS

LC59. PAY POLICY STATEMENT 2015/ 16

The Chair asked for brief introduction of the report.

The Human Resources Advisor – Ms Mathieson informed the Committee that the Council was required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its most recent Pay Policy Statement in July 2014. The attached Pay Policy Statement provided an update for publication in April 2015.

Ms Mathieson advised that the Localism Act 2011 required relevant authorities to prepare and publish an annual Pay Policy Statement. Under this legislation the Council was obliged to state how the pay of senior managers was determined. In addition, the supplementary guidance issued under section 40 of the Localism Act required full Council to be given the opportunity to vote on any proposed payment upon appointment or termination of employment of £100,000 or more.

Ms Mathieson advised that it was not proposed that the approval of payment upon appointment or termination of employment of £100,000 per annum or more would be reserved to Full Council. If this was so it would create unnecessary delay in either appointing or finalising the termination of the employment an officer. The risks of this were that the Council may lose a potential appointee whilst they waited for a salary approval. In the case of a termination of employment by way of agreement the officer's employment could not be ended until the severance payment was agreed.

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This would create an unnecessary cost as the officer would need to remain on full pay until that decision was taken. Ms Mathieson advised that the Staffing & Remuneration Committee's current terms of reference provide that it was required to consider and approve payment upon appointment or termination of employment of £100,000 per annum or more.

The legal advisor– Mr Jankowski advised the Committee that it was necessary to amend recommendation 3.2 as stated in the report at the third line by substituting the word “may” for “will” as Leading Counsel had advised that if there were any employees contractually entitled to the Performance Management Scheme for Chief Officers after 31st March 2015, then that would need to be reflected in the Pay Policy Statement as the Scheme would be in operation in respect of those employees in 2015-2016. At the current time the Statement simply stated that “Performance related pay was not used for Chief Officers or Senior Managers”. As it was not known if there would be any such employees, thus “may” rather than “will” was necessary.

Mr Jankowski advised that if all the employees covered by the Scheme accepted the settlement agreement, then there would be no employees contractually entitled to the Scheme after 31st March 2015. However if one or more of them did not accept the settlement agreement, then it was likely there will be employees contractually entitled to the Scheme after 31st March 2015, as even if the Council gave them notice of dismissal (which it would envisage doing save in exceptional circumstances, then it could be presumed that these staff would be given notice in accordance with their contractual notice of entitlement of 3 months, which would mean their current contracts would end after 31st March 2015.

There being no points of clarification the Chair summarised and it was:


RESOLVED

- i. That approval be given to the revised Pay Policy Statement 2015/16, attached at Appendix A to the report, following approval at this meeting of the Performance Management Scheme for Chief Officers and Senior Managers (“ the Scheme”) being terminated by a date on or before 31st March 2015, and that the Staffing & Remuneration Committee was legally advised that the Scheme would not be in operation after 31st March 2015 to any extent;
- ii. That in the event that the Staffing & Remuneration Committee receives legal advice that the Performance Management Scheme for Chief Officers and Senior Managers Scheme may be in operation after 31st March 2015 to any extent, then the Interim Assistant Director of Human Resources and Organisation Development be authorised in consultation with the Chair of Staffing & Remuneration Committee to make such amendments to the Pay Policy Statement as is considers appropriate to reflect that fact; and
- iii. That the Pay Policy Statement (as amended if applicable) be referred to Full Council for endorsement at its meeting on 23rd March 2015.

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Haringey Council

Report for:	Staffing and Remuneration Committee 29 June 2015	Item Number:	
Title:	Forward Plan		
Report Authorised by:	Jacquie McGeachie - Assistant Director Human Resources 		
Lead Officer:	Carole Engwell - Human Resources		
Ward(s) affected: All		Report for Key/Non Key Decisions: n/a	

1. Describe the issue under consideration

The forward plan will enable the Committee to be aware of upcoming issues and to have an input in Human Resources Activity planning.

2. Recommendations

That the Committee approves the forward plan.

3. Alternative options considered

N/a

4. Comments of the Chief Finance Officer and financial implications

N/a

5. Comments of the Assistant Director of Corporate Governance and legal implications

6. Equalities and Community Cohesion Comments
N/a

7. Head of Procurement Comments
N/a

8. Policy Implication
None

9. Use of Appendices
A copy of the forward plan is attached at Appendix 1

Meeting Date Date of decision or period within which the decision is to be made	Matter in respect of which the d	Short Description	Key or Non- Key Decision	Decision Maker	Cabinet Member and Lead Officer	Report or Update	Public or private and statement of reasons why if private	Report author
29 June 2015	Workforce Health & Safety Strategy 2015 - 2018	To report on proactive well being initiatives	Non-key	Staffing & Remuneration Committee	Tamara Djuretic	Report	Public	Tamara Djuretic
29 June 2015	Restructure Policy, Redeployment Policy and VR Procedure,	To seek approval for revised policies	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Amanda Mays
29 June 2015	Update re Senior Managers Pay & Grading	Presentation to be given with an update following the informal S&R meeting on 3 June	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	Public	Ian Morgan
29 June 2015	Worforce Plan, MTFS and Corporate Plan - employee implications	Report to committee on the outcome of consultation and approve	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Amanda Mays
29 June 2015	Workforce Management Data	People Management data relating to Q4	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
29 June 2015	Appointment of the Chief Operating Officer	Report for notiing and to confirm the appointment of the preferred candidate	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Jacquie McGeachie
29 June 2015	Appointment of the Assistant Director, Human Resources & Shared Service Centre	Report for notiing and to confirm the appointment of the preferred candidate	Non-key	Staffing & Remuneration Committee	Tracie Evans	Report	Public	Tracie Evans
29 June 2015	Workforce Plan Update	Report for noting and discussion no decisions to be made the content will include Skills for Now and the Future, and Review of inclusion and Equality (I&E report to inform Committee of progress with procuing a supplier to complete the Equality Audit).	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Karen Rowing Daksha Desai Sue Glenmere Carole Engwell Lucy Trueman
14 September 2015	Modern Reward Strategy	Outcome of Reward Phase 1 Consultation - to agree final proposal re Phase 1	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Ian Morgan
14 September 2015	Appointment of Director of Children's Services	Report for notiing and to confirm the appointment of the preferred candidate	Non-key	Staffing & Remuneration Committee	Zina Etheridge	Report	Public	Zina Etheridge
14 September 2015	Appointemnt of Director of Adult Services	Report for notiing and to confirm the appointment of the preferred candidate	Non-key	Staffing & Remuneration Committee	Zina Etheridge	Report	Public	Zina Etheridge
14 September 2015	Workforce Data relating to Q1 (April - June)	People Management data relating to Q1	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
14 September 2015	Equalities Audit Recommendations	Outline of recommendations proposed by ENEI following the Equalities Audit held May - Aug 2015	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	Public	Carole Engwell
14 September 2015	Tier 3 Proposals for structure, SM Pay, Terms and Conditions.	To seek approval to begin consultation on SM Pay, terms and conditions and Tier 3 structure	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	to be advised	Amanda Mays & Ian Morgan
Nov-15	Modern Reward Strategy	Knowledge sharing on technical aspects of Pay, Job Evaluation and Allowances	Non-key	INFORMAL MEETING Staffing & Remuneration Committee	Jacquie McGeachie	Presentation and discussion	Private	Ian Morgan

14 December 2015	Workforce Data relating to Q2	People Management data relating to Q2 (July - Sept)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
14 December 2015	Modern Reward Strategy	Phase 2 - Pay, Terms & Conditions Proposals?		Staffing & Remuneration Committee	Jacquie McGeachie	Report	Private	Ian Morgan
26 January 2016	Workforce Data relating to Q3	People Management data relating to Q3 (Oct - Dec)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell

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Haringey Council

Report for:	Staffing and Remuneration Committee	Item Number:	
Title:	Workforce Health and Wellbeing Strategy		
Lead Officer:	Tamara Djuretic, Assistant Director of Public Health		
Ward(s) affected: N/A		Report for Key Decisions	

1. Describe the issue under consideration

- 1.1 The organisation's Strategy for Workforce Health and Wellbeing has been developed to promote and encourage health and wellbeing at work and it is closely aligned to the Workforce Plan. The Strategy's 30 day staff engagement finished on 1st May and feedback received has been incorporated in the final version enclosed for endorsement by the Committee (Appendix I).
- 1.2 Development of the Strategy was overseen by the Workforce Health and Wellbeing Group that provides strategic support and senior leadership to the development and implementation of the Strategy. Group meets on a quarterly basis and has Unison and staff representatives from different work areas and services within the council. The Group is reporting into Corporate Health, Safety and Wellbeing Board chaired by Chief Operating Officer who is also a champion in workforce health and wellbeing.

2. Cabinet Member introduction

- 2.1 Not needed for S&R Committee

3. Recommendations

- 3.1 To endorse Haringey's Workforce Health and Wellbeing Strategy and to champion workforce health and wellbeing at the senior and strategic level in order to embed the Strategy across the Council and in parallel with the Workforce Plan.

4. Alternative options considered

- 4.1 None



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5. Background information

5.1 A wealth of evidence suggests that good health and wellbeing at work helps individuals to feel happy, competent, and satisfied in their roles.¹ The evidence also shows that people who achieve good standards of wellbeing at work are likely to be more creative, more loyal, more productive, and provide better customer satisfaction than individuals with poor standards of wellbeing at work.

5.2 Haringey Council has already achieved London Workplace commitment award in 2012 followed by achievement award in 2013. This charter is now being included as a part of the national Workplace Wellbeing Charter co-ordinated by Public Health England. It is envisaged that refreshed Workforce Health and Wellbeing Strategy 2015-18, newly established strategic governance for the Health, Safety and Wellbeing at work, senior management engagement with this agenda and proactive leadership over the next three years will go towards achieving Workplace Wellbeing Excellence award in the near future. This status will assist in recruitment and retention and promoting Haringey Council as a good place to work and will support implementation of the Workforce Plan.

5.3 Workforce Health and Wellbeing Strategy has identified three main priorities that would support delivering the overall aim and the objectives and are closely aligned to the Haringey's Health and Wellbeing Strategy 2015-18 and Haringey's Workforce Plan. Each priority is underpinned by a set of outcomes that are informing delivery plan (Appendix I). Each outcome is based on the national and local evidence of what works and is building on already existing local initiatives.

Priority 1: Improving healthy life expectancy

Priority 2: Improving mental health and wellbeing

Priority 3: Improving psychosocial working conditions

Progress so far

- Workforce Health and Wellbeing Strategy was launched for engagement on 31st March 2015 accompanied by a number of activities and events and Intranet webpage <http://intranet/index/directorates/public-health/healthy-haringey.htm>;
- Workplace Challenge initiative launched on 31st March and in the first three weeks of the launch, Haringey achieved 1st place on London Leaderboard for the total volume of activities logged, Children's Services walked 141m as a part of 'Walk to Paris' campaign;
- Training for staff and managers on mental health awareness, coping with stress and building personal resilience started in May and feedback was well received. To date, 44 managers were trained and feedback was very positive;
- Walk to Work Week launched on 11th May with a number of initiatives and prizes and it was very well received;
- Stress audit tool and support programme re-launched across the organisation and it is planned to first focus on those services with the highest sickness absence rates due to stress and anxiety.

Next steps

¹ New Economics Foundation (nef) 2014: Wellbeing at work: A review of the literature



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- Health, Safety and Wellbeing National Campaign will be launched locally promoting locally available initiatives and activities on 15th June;
- The whole borough approach to Workforce Health and Wellbeing event is planned in autumn 2015 to develop a common approach to looking after employees in a range of private and public sector organisations in the borough and those who employ a large number of Haringey's residents but are based outside the borough such as: Haringey CCG, North Middlesex University Hospital, BEH Mental Health Trust, the Whittington Hospital, private business such as Arriva etc.

6. Comments of the Chief Finance Officer and financial implications

- 6.1 Activities proposed in the Strategy and Calendar of Events will be co-ordinated and delivered within already allocated resources in the Health and Safety Team, Public Health Team and Leisure Department.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1 The Assistant Director of Corporate Governance has been consulted with the preparation of this report and comments there are no legal implications arising.

8. Equalities and Community Cohesion Comments

- 8.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - 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.
- 8 This Strategy aims to deliver better health outcomes for all staff, particularly those experiencing poorer mental health at work.

9 Head of Procurement Comments

- 9.1 Not applicable

10 Policy Implications

- 10.1 Development of a strategic approach to health and wellbeing in the workplace in Haringey Council is aligned to the refreshed Haringey's Health and Wellbeing Strategy 2015-18. This strategy proposes three main priorities: reducing obesity, improving healthy life expectancy and improving mental health and wellbeing.
- 10.2 Approximately 48% of the Council's workforce are Haringey's residents. By improving their health and wellbeing we can have both a direct and an indirect impact on the overall borough's health and wellbeing, not only through providing support to the staff but also equipping staff to impact positively on their



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community through increased awareness on a range of issues and the interventions available to residents.

10.3 The Strategy is also aligned to Physical Activity and Sport Framework and the Workforce Plan.

11 Use of Appendices

Appendix I – Workforce Health and Wellbeing Strategy

Appendix II – Calendar of Events

12 Local Government (Access to Information) Act 1985

WORKFORCE HEALTH AND WELLBEING STRATEGY: ACHIEVING EXCELLENCE

2015- 2018



COMMITMENT

Standards all organisations should meet; putting the building blocks in place.



ACHIEVEMENT

Actively encouraging positive lifestyle choices and addressing health issues.



EXCELLENCE

Fully engaged leadership with a range of programmes and support mechanisms.



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INTRODUCTION

- 1.1 The organisation's Strategy for staff Health and Wellbeing has been developed to promote and encourage health and wellbeing at work. A wealth of evidence suggests that good health and wellbeing at work helps individuals to feel happy, competent, and satisfied in their roles. The evidence also shows that people who achieve good standards of wellbeing at work are likely to be more creative, more loyal, more productive, and provide better customer satisfaction than individuals with poor standards of wellbeing at work.

A healthy workforce can be defined as:

- ➔ A healthier, happier workforce
- ➔ Motivated employees with increased morale
- ➔ Employee retention and lower employee turnover
- ➔ Great work attendance
- ➔ Positive employee/management relations

A healthy workplace can be defined as:

- ➔ A positive image in the eyes of both employees and service users
- ➔ A place where health risks are recognised, understood and managed if they cannot be removed
- ➔ A place where work design is compatible with people's health needs and limitations
- ➔ An environment that supports the promotion of healthy lifestyles
- ➔ A place where employees and employers recognise their responsibility for their health and the health of their colleagues

Source: The healthy workplaces handbook – The NHS reference guide to staff well being (2007)8

- 1.2 Haringey Council recognises that our employees are vital to the delivery our vision for Haringey and have a direct impact on a daily basis on the experience of our residents. When our staff is healthy, motivated and have a sense of wellbeing then the experience and outcomes for our residents improves.
- 1.3 It is also recognised that staff health and wellbeing is an important factor in staff recruitment and retention, better levels of productivity and service delivery. This strategy provides a framework within which the Council will encourage and facilitate good working practices and services that support staff health and wellbeing. It aims to draw upon evidence and good practice and it is envisaged to be flexible in order to meet different needs of our diverse workforce. It is designed to create an organisational culture where health and wellbeing is promoted proactively and where we will work with employees to ensure the organisation identifies and minimises those issues which may impact negatively on employee health and wellbeing and that consideration of this area is an integrated part of policy development and delivery.
- 1.4 Support will only truly be effective if individuals take ownership and responsibility for optimising their own wellbeing. As an organisation we will provide a range of opportunities, interventions and support to staff to drive the development of a happy, healthy and motivated workforce. We will also provide a positive psychosocial environment: a safe, secure and positive working environment where staff is managed fairly and appropriately. In return, the organisation expects staff to take responsibility for supporting and improving their own health and wellbeing, taking advantage of learning and development activity and wellbeing opportunities and actively seeking support where appropriate.

2 BACKGROUND

- 2.1 New Economics Foundation¹ recently published comprehensive evidence review regarding the factors that influence health and wellbeing at work. Evidence suggests that health can be affected by both the physical and psychosocial work environment as well as schemes to encourage healthy behaviours at work. During the research carried out for this review, the evidence has shown that different features of individuals' working lives have varying degrees of influence over different aspects of wellbeing – from increasing individuals' feelings of having a sense of purpose, to promoting greater experiences of positive emotions, morale, motivation, overall job satisfaction, and even life satisfaction.
- 2.2 There is evidence that psychosocial working conditions can be improved in a variety of ways. Interventions can aim to increase employee control over their work; address the effort-reward imbalance; focus on greater employee participation in decision-making; or provision of line management training. There are also indications that effective leadership and good relationships between leaders and their employees is important; as is employee engagement, ensuring employees are committed to the organisation's goals and motivated to contribute to its success².
- 2.3 Measures which help to tailor job circumstances to individual needs may also help to promote workplace wellbeing, including providing staff with the in-work training and development they need to develop job satisfaction; and greater flexibility within a role to increase an employee's sense of control and allow them to improve their work-life balance.
- 2.4 Finally, interventions to reduce stress and improve mental health at work can play an important role in the suite of interventions to improve workplace wellbeing, as these are leading causes of sickness absence³. Seeking the views and feedback of employees can ensure actions are effective, as it identifies health needs, empowers and engages employees and collects information that helps with the monitoring and evaluation of an intervention.
- 2.5 Committed and engaged leadership at senior levels contributes to the success of a workplace health and wellbeing programme, and increases the likelihood that it is sustainable. Strategic alignment with the organisation's identity and aspirations is another aspect of successful health and wellbeing interventions.
- 2.6 It is important that interventions are available to everyone, that all employees are made aware of the opportunities through effective communications and that all employees are considered during the design of the intervention. This is particularly true for temporary or fixed term workers and in organisations with high numbers of semi-skilled or unskilled manual workers.
- 2.7 It is also important to stress that there is a social gradient in employment status and working conditions in England: people in more disadvantaged socioeconomic groups are at higher risk of unemployment and, if employed, of poor working conditions. This gradient in employment experiences will, in turn, contribute to a greater risk of poor physical and mental health for those in more disadvantaged positions in the social gradient.

Haringey's Health and Wellbeing Strategy

- 2.8 It is proposed to align a development of a strategic approach to health and wellbeing in the workplace in Haringey Council with refreshed Haringey's Health and Wellbeing Strategy 2015-18. This strategy proposes three main priorities: reducing obesity, improving healthy life expectancy and improving mental health and wellbeing.
- 2.9 Approximately 48% of the Council's workforce are Haringey's residents. By improving their health and wellbeing we can have both a direct and an indirect impact on the overall borough's health and wellbeing, not only through providing support to the staff but also equipping staff to impact positively on their community through increased awareness on a range of issues and the interventions available to residents. This approach is currently being piloted in the Council with 'Making Every Contact Count' (MECC) initiative⁴. It is envisaged to implement this approach fully during 2015.

¹ New Economics Foundation (nef) 2014: Wellbeing at work: A review of the literature

² Public Health England and UCL Institute of Health Equity (2014): Local actions on health inequalities: Workplace interventions to improve health and wellbeing.

³ National Institute for Health and Clinical Excellence (NICE) 2009: Promoting mental wellbeing at work

⁴ <http://intranet/index/directorates/public-health/mecc.htm>

Physical Activity and Sport Framework

- 2.10 The Framework sets a clear vision for physical activity and sport in Haringey over the next 5 years. It identifies 3 key aims (and 10 associated objectives) which partners across the borough will work towards in order to enable more people to lead active lifestyles with the ultimate aim of improving health, wellbeing and life chances in Haringey. This Framework is about more than just physical activity and sport. It is about improving quality of life, health outcomes and community resilience in Haringey with the goal of making the borough a better place to live, work, study and visit.
- 2.11 Workforce Health and Wellbeing Strategy incorporates the main principles of the Framework and offers a range of initiatives underpinning the Framework to our entire workforce.
- 2.12 The overall vision and aims of the Framework are:

More Active and Healthy Haringey:

- It's time to get moving... To enable local people and organisations to make physical activity and sport a positive lifestyle choice for all Haringey residents in order to reduce health inequalities, improve wellbeing for all and create a more sustainable community.

Aims

- | | |
|--|--|
| → Increasing and sustaining participation by all | → Improved health and wellbeing for children, young people and adults in the borough through active lifestyles |
| → More people regularly taking part in physical activity and sport | → Creating opportunities for change |
| → Improving health and wellbeing | → Tackling under-representation and using physical activity and sport to change lives' |

Workplace Wellbeing Charter

- 2.13 In 2012, Haringey Council and NHS London agreed that the Council would take part in a pilot group of 20 workplaces to go for the London Workplace Wellbeing Charter Award as one of the first London Boroughs to go through this process.
- 2.14 The London Workplace Wellbeing Charter provides a framework for action to support employers build good practice in health and work in their organisation. The Charter supports all types of employers, large and small, from the public, private or voluntary sectors. This is endorsed by the Mayor of London.
- 2.15 The Charter focuses on three key areas - leadership, culture and communication - where even small steps can make a big difference to the health and wellbeing of staff, teams and the organisation. It comes in three levels: commitment, achievement and excellence. Organisations can progress from one level to another by achieving all of the necessary standards.

Commitment - demonstrates how the organisation has addressed and provides employees with the tools to help themselves to improve their health and wellbeing.

Achievement - demonstrates that having put the building blocks in place at the commitment level, steps are being taken to actively encourage employees to improve their lifestyle and some interventions are in place to identify serious health issues.

Excellent - demonstrates that the organisation has information on wellbeing that is easily accessible and well publicised, and that the leadership of the organisation fully engage in wellbeing and employees have a range of intervention programmes and support mechanisms to improve their overall health and wellbeing.

- 2.16 Haringey Council achieved London Workplace commitment award in 2012 followed by achievement award in 2013. This charter is now being included as a part of the national Workplace Wellbeing Charter co-ordinated by Public Health England.
- 2.17 It is envisaged that refreshed Workforce Health and Wellbeing Strategy 2015-18, newly established strategic governance for the Health, Safety and Wellbeing at work (Appendix II), senior management engagement and leadership over the next three years will go towards achieving Workplace Wellbeing Excellence award in the near future.

Time to Change Pledge

- 2.18 In October 2014, Haringey Council signed Time to Change pledge⁵, national campaign led by Mind and Rethink that tackles stigma and discrimination associated with mental ill health. The Pledge is our organisational commitment to create working environment where everyone can thrive and treat each other with respect. We will aim to encourage all our employees to look after their mental health, resilience and wellbeing at work, as well as, looking after each other. Signing this pledge represents a start of our ongoing local leadership and commitment to increasing mental health awareness and reducing stigma and discrimination, beyond our workforce, to all residents in Haringey.

Stress Management Standards

- 2.19 The Stress Management Standards define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled.
- 2.20 The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:
- ➔ Demands – this includes issues such as workload, work patterns and the work environment.
 - ➔ Control – how much say the person has in the way they do their work.
 - ➔ Support – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
 - ➔ Relationships – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
 - ➔ Role – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
 - ➔ Change – how organisational change is managed and communicated in the organisation.
- 2.21 The Corporate Health, Safety and Wellbeing Team can assist teams by carrying out group stress risk assessments for 10 or more employees. This will help managers to:
- ➔ Demonstrate good practice through a step by step risk assessment approach;
 - ➔ Promote active discussion and working in partnership with employees to help decide on practical improvements that can be made;
 - ➔ Identify the main risk factors for work related stress; and
 - ➔ Help Haringey Council as a whole to focus on the underlying causes of stress and how they can be prevented.
- 2.22 After the team carries out the stress management risk assessment, full support will be offered by setting up a small focus group and developing an action plan to tackle any work related stress issues identified.

⁵ <http://www.time-to-change.org.uk/>

Haringey's Workforce Plan

- 2.23 Haringey's Workforce Plan⁶ shows how we intend to create an agile workforce that at is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It consists of interrelated themes and activities including:

My Career is about offering staff practical support and tools to help staff take control of their career.

My Performance is about recognising performance and impact in a new way– not something we do once a year, but an ongoing conversation between manager and employee.

My Skills programme is part of the Chief Executive's Staff Offer and will include different approaches to learning that are based on social and continuous learning rather than class based learning. This means we will build in learning into the workflow where it is practical, enabling staff to access knowledge and skills when they need it. We also plan to establish a range of Faculties, led by senior managers that will provide space and support for staff to gain new skills and share knowledge.

My Pay will include developing job families so staff can easily recognise career paths and progression in the area they work in or other areas of the organisation

My Wellbeing is programme of activities aimed at supporting staff to keep healthy in the workplace.

- 2.24 Evidence suggests that initiative proposed to be implemented in the workforce plan will contribute greatly to improving psychosocial working conditions and will impact positively on the council's workforce health and wellbeing.

Haringey's Workforce Plan develops the right people with the right skills in the right place so that we can deliver on the goals set out in the Corporate Plan and be ready for the future.



⁶ Haringey's Workforce Plan, December 2014 <http://intranet/index/about/strongerharingey/staff-offer.htm>



AIM, OBJECTIVES AND PRIORITIES OF THE STRATEGY

- 3.1 The overall aim of the Strategy is to improve the health and wellbeing of Haringey Council's workforce by making the Council healthier workplace. This will result in reducing absence, levels of stress and high turnover, and in increasing levels of engagement, morale and motivation.

To achieve the overall aim of the Strategy, we would fulfil the following objectives:

- Build on our success and work towards achieving the Workplace Wellbeing Charter Excellence Award;
- Provide ongoing senior level leadership to improving health and wellbeing of staff across the whole organisation;
- Support to maintain a safe and healthy working environment;
- Encourage and support our employees to take responsibility of their own health and wellbeing and take healthy lifestyle choices;
- Improve the overall physical and mental wellbeing of our workforce;
- Support employees with long-term health conditions to maintain access to or remain at work;
- Remove or minimise barriers that prevent employees with long-term health conditions to achieve their full potential at work and optimise their wellbeing;
- Improve staff satisfaction and morale

- 3.2 Workforce Health and Wellbeing Strategy has identified three main priorities that would support delivering the overall aim and the objectives and are closely aligned to the Haringey's Health and Wellbeing Strategy 2015-18 and Haringey's Workforce Plan. Each priority is underpinned by a set of outcomes that are informing delivery plan (Appendix I). Each outcome is based on the national and local evidence of what works and is building on already existing local initiatives.

Priority 1: Improving healthy life expectancy

- Outcome 1: Increase physical activity and healthy eating
- Outcome 2: Reduce smoking levels amongst staff
- Outcome 3: Reduce risk of cardiovascular disease (CVD) and cancer
- Outcome 4: Support staff to remain healthy at work including staff with a pre-existing long term health condition.

Priority 2: Improving mental health and wellbeing

- Outcome 1: Reduce stigma and discrimination associated with mental ill health
- Outcome 2: Increase staff personal resilience
- Outcome 3: Support staff to manage stress effectively
- Outcome 4: Promote the emotional wellbeing of staff

Priority 3: Improving psychosocial working conditions

- Outcome 1: Positive employee/management relations
- Outcome 2: Maintaining flexible working arrangements
- Outcome 3: Providing line-management training and promotion of effective leadership
- Outcome 4: Providing in-work training and development to promote job satisfaction

4

UNDERPINNING PRINCIPLES FOR STAFF AND MANAGERS

- 4.1 **All staff** will be taking responsibility for their own health and wellbeing by engaging in a range of activities organised and delivered by the Council and will also look after themselves in their own time. Staff will proactively look for the opportunities, activities and events that best suit their needs and working patterns. In practice that may simply be just making sure to take active lunchtime breaks, participate in the corporate events such as 5k your way, consider alternative means of travelling to work and at work to maximise their physical activities, make healthier choices (e.g. take stairs rather than lift), enrol to development opportunities etc. Staff will also be encouraged to openly discuss existing health problems with their managers and have plans in place with occupational health on how to best manage their condition and achieve work-life balance.
- 4.1 **Managers** will lead by example in promoting health and wellbeing at work by actively engaging in a range of activities, and also be trained to have regular conversation with their staff on how to actively promote health and wellbeing. Managers will have responsibility to ensure that staff has protected time to engage in a range of developmental programmes and health and wellbeing activities. This could be discussed and agreed at regular 1:1s and as a part of appraisals and included in personal development plans. Managers will also be equipped to recognise early signs and symptoms of any potential mental health and emotional problems and discuss this with their staff in a safe and caring environment.
- 4.1 **Corporately**, Haringey Council will support health and wellbeing initiatives by communicating general messages regularly and incorporating health and wellbeing of their staff into the Staff Offer and other corporate campaigns.

5

GOVERNANCE AND DELIVERY PLAN IMPLEMENTATION

- 5.1 Haringey's Health, Safety and Wellbeing governance was recently reviewed and Workforce Health and Wellbeing Group (WHWG) was set up in December 2014. New governance is enclosed in Appendix II. The aim of the WHWG is to provide strategic support and senior leadership to the development and implementation of the Strategy. Group meets on a quarterly basis and has staff representatives from different work areas and services within the council. The Group is reporting into Corporate Health, Safety and Wellbeing Board chaired by Chief Operating Officer who is also a champion in workforce health and wellbeing.
- 5.2 The Group has overseen a development of the Strategy and delivery plan enclosed in Appendix I. Delivery plan details a set of actions, deliverables and proposed measures of success under each of the three priorities. It is recognised that the proposed measures of success are focusing more on the process measures rather than the outcomes measures. We will however work towards developing acceptable measures that would capture the main three outcomes of the success:
- ➔ Overall reduction in sickness absence
 - ➔ Reduction in work related injuries and illnesses
 - ➔ Improved mental health and wellbeing of all staff (developmental measure)
- 5.3 The Group will oversee implementation of the delivery plan and will report on progress to the Corporate Health, Safety and Wellbeing Board and Senior Leadership Team (SLT) on the regular basis.

Appendix I – WORKFORCE HEALTH AND WELLBEING STRATEGY DELIVERY PLAN

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Priority 1: Improving life expectancy			
Outcome 1: Increase physical activity and healthy eating	<p>Increase the number of Staff Health Walks</p> <p>Promote the WorkPlace Challenge Scheme</p> <p>Staff encouraged to organise and promote inter staff physical activity and sport activities</p> <p>Encourage staff to be more active during the working day, eg. walk up the stairs, walk across the office to pass on messages rather than email, to use the Council pool of bikes to cycle to meetings.</p> <p>Participation in local and national initiatives such as, 5k Your Way, Bike to Work, Walk to Work week, etc.</p> <p>Excellent facilities for employees who wish to cycle to work or participate in lunchtime classes: e.g. secure bike compounds, changing/shower rooms, lockers, etc.</p> <p>Provide good communications/signposting to existing physical activity initiatives within Haringey, eg. lunch time walks, tag rugby, zumba classes, favourable gym membership.</p> <p>Encourage all staff to eat healthily and promote healthy choices</p>	<p>More Walk Leaders trained</p> <p>Workplace Challenge Champions trained (x2)</p> <p>Workplace Physical Activity and Sport Policy developed and adopted by the Council and prominent on the intranet.</p> <p>Continue to promote staff physical activity via posters, Smart Talk, Intranet, etc.</p> <p>Increase the uptake of staff using the Council's "pool bikes".</p> <p>Senior Management leadership for 5k Your Way</p> <p>To have participated in national bike campaigns</p> <p>To have at least one facility in each of Haringey staff buildings.</p> <p>Cycle maintenance sessions on main site monthly and remote sites at least twice a year.</p> <p>Continue to promote existing physical activity initiatives within Haringey via Intranet, Smart Talk, etc.</p> <p>To ensure information on diet and calories intake is promoted via posters and pamphlets in all council buildings and on podium, i.e. 5 a day, etc.</p> <p>Encourage replacing biscuits and chocolate snacks for fruit snack during work time</p>	<p>Number of walk leaders</p> <p>Number of Staff Walks</p> <p>Number of Workplace Challenge Champions</p> <p>Number of independently organised staff activities open to the workforce</p> <p>Numbers of staff using the "pool bike" scheme.</p> <p>Visible posters around staff buildings promoting physical activity.</p> <p>Number of campaigns participated in.</p> <p>Number of Senior Managers participating in campaigns</p> <p>Number and types of facility on each site is increasing</p> <p>Number of cycle maintenance sessions on remote sites.</p> <p>Numbers of staff participating in activities.</p> <p>Visible posters/pamphlets displayed around staff buildings</p>

Priorities	What we are going to do?	How are we going to it	What will be measure of success
	Undertake a Council Travel Plan (last updated in 2009) to find out how people currently travel to work and what would make them travel actively.	A survey to staff would need to be promoted through pop ups, posters around the building, through payslips etc so that we can find out what staff currently do and what would encourage them to change to travel more actively. The Modeshift website could be used to log changes.	Increase in the number of staff travelling to work Number of staff taking place in active travel activities at work. Possible decrease in the number of essential car users each year.
Outcome 2: Reduce smoking levels among staff	Provide good communication/ signpost to Stop Smoking Service for staff who would like to give up smoking. Participation in national No Smoking events, eg. No Smoking Day, Stoptober, etc. Provide onsite support for staff who would like to give up smoking during their working day and encourage online access for support. Run brief intervention training for staff e.g. Making Every Contact Counts (MECC) training	Continue to promote Stop Smoking services via posters, smart talk, Intranet, etc. To have participated in at least 2 National No Smoking campaigns. To have run on site Stop Smoking Clinics in Haringey buildings. Arrange and run at least three brief intervention trainings for staff each quarter.	Numbers of staff attending the Stop Smoking Clinics. Number of campaigns participated in. Numbers of on site Stop Smoking Clinics run. Number of MECC brief intervention training sessions provided and number of staff attendance on MECC.
Outcome 3: Reduce substance misuse	Review our existing Alcohol Policy taking into account other addictions such as substance misuse, gambling, etc. To continue offering support to staff who have addiction problems. Occupational Health to work with outside agencies to enable fast treatment/support referrals. Include alcohol screening in our MOT Health checks for staff. To extend the Identification and Brief Advice (IBA) training to all in HR and Service Managers. Provide good communication/ signposts and information on alcohol and substance misuse for staff and management and participate in local and national initiatives such as Dry January.	To have reviewed and implemented our new Alcohol & Addictions Policy. To have reviewed all our other HR policies to take Addictions into account, eg sickness absence policy, driver policy, etc. Ability for all staff to access our Occupational Health Service seeking support. For all staff in Occupational Health to have Identification and Brief Advice (IBA) training. To have run at least three Identification and Brief Advice (IBA) training sessions or MECC for HR staff and Senior Managers. Continue to promote alcohol awareness service via posters, Smart Talk, Intranet, etc. To have participated in at least 2 national Drink Aware Campaigns.	Policy reviewed and changes implemented by April 2015. Numbers of staff accessing support from Occupational Health/Optum. Timescales of referrals for treatment/support. Number of IBA/MECC training sessions and number of staff attended sessions. Number of campaigns participated in. Visible posters around staff buildings promoting alcohol and substance misuse

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Reduce the risk of cardiovascular disease (CVD) and Cancer	<p>Participation in local and national initiatives such as British Heart Foundation Health at Work events.</p> <p>Voluntary MOT Health checks for all staff. Screening for CVD.</p> <p>Work with the local Public Health Team to offer NHS Health Checks to target groups (Over 40's). To provide information to raise awareness of early signs and symptoms of stroke, cancers and diabetes</p>	<p>To have raised awareness of national CVD campaigns via posters. Intranet, Smart talk, etc.</p> <p>Continue to offer all staff MOT Health Checks</p> <p>All staff are given an opportunity to have a health check in working hours. To have participated in at least 2 national cancers or stroke campaigns, eg Sun awareness talk to park staff, breast cancer awareness, etc.</p>	<p>Promotional material available on all office sites</p> <p>Numbers of staff attending for MOTs.</p> <p>Notification of national CVD campaigns in staff communications. Number of campaigns participated in.</p>

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 5: Support staff to remain healthy at work including staff with pre-existing long term health conditions.	<p>Integration of health and wellbeing discussions led by managers</p> <p>Ability for staff to access comprehensive Occupational Health Services which focus on the promotion of wellbeing and prevention of ill health, as well as the ability to provide proactive services focussed on screening, treatment related to work issues and advice.</p> <p>Promote good practice of sickness absence management across the organisation.</p> <p>Management to support staff to return to work following illness.</p> <p>Promote improved understanding and di-stigmatisation of HIV/AIDS as part of Long Term Care Management illness and raise awareness of access to testing.</p>	<p>For all staff one-to-ones to include a discussion on the employee's health and wellbeing.</p> <p>For all staff appraisals to include a question on health, safety and wellbeing.</p> <p>Offer training on health and wellbeing to all Senior Managers (e.g. MECC)</p> <p>To promote access to Optum Employee Assistance Programme (EAP) https://www.livewell.optum.com/public/welcome.asp</p> <p>To increase the uptake of seasonal winter flu immunisation in front line services.</p> <p>Offer staff work-related vaccinations where a risk assessment has identified the need.</p> <p>Occupational Health and HR Advisors to carry out joint training sessions for managers on sickness absence procedures.</p> <p>To review all existing HR policies to include health and wellbeing issues.</p> <p>Adjustments made in the workplace to allow staff to return to work promptly after illness, eg. phased returns, adaptations to workstations, etc.</p> <p>For staff to be educated on the facts about HIV infection & AIDS through appropriate information included in occupational health, staff communication channels and first aid training.</p> <p>Continue to actively participate in national HIV/AIDS campaigns/events such as National HIV Testing Week (NHTW) & World AIDS Day (WAD)</p> <p>Ensure that staff who wish to access testing or disclose their HIV status are appropriately supported and treated confidentially in line with the councils policies.</p>	<p>Response to short staff survey asking if management in one to ones discuss their health and wellbeing</p> <p>Staff appraisals include a question on health, safety and wellbeing</p> <p>Number of senior managers receiving training on MECC</p> <p>Number of management referral to Occupation Health and number of staff accessing Optum</p> <p>Numbers of staff having the seasonal winter flu immunisation in front line services.</p> <p>Numbers of staff having work-related vaccinations.</p> <p>Number of training sessions carried out for management on sickness absence.</p> <p>Reduction in sickness absence</p> <p>Number of staff returning to work with agreed work adjustments, where necessary.</p> <p>Number of staff accessing Haringey Sexual Health website</p> <p>Promotional material available on all office sites</p> <p>Number of providers offering HIV testing locally.</p> <p>Non discriminatory & confidential procedure in-place for staff to access additional support</p>

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Priority 2: Improve Mental Health and Wellbeing			
Outcome 1: Reduce stigma and discrimination associated with mental ill health	<p>Implement Time to Change action plan: develop a Council-wide strategy on tackling mental health stigmas.</p> <p>Managers to be willing to put reasonable adjustments in place to allow staff members with mental health needs to remain at work.</p>	<p>Sign to 'Time to Change' Pledge and implement action plan including delivery of awareness training on mental health and wellbeing for all staff</p> <p>Utilise national 'Time to Change' promotional materials and tools to promote staff openly talking about mental health issues</p> <p>Utilise national 'Time to Change' promotional materials and tools to promote staff openly talking about mental health issues</p> <p>Deliver mental health awareness raising for all staff and with a particular focus for senior managers</p>	<p>Number of training sessions on mental health and number of staff attending the session.</p> <p>Launching intranet webpage on 'Time to Change' and monitor Intranet hits</p> <p>Launching intranet webpage on 'Time to Change' and monitor Intranet hits</p> <p>Number of training sessions provided and number of staff attending the sessions</p> <p>The number of employees who have declared mental health issues.</p>
Outcome 2: Increase staff personal resilience	Provide training on change management and impact of change for all staff	<p>Implement a number of training sessions during a significant reorganisation phase</p> <p>Run 'thinking space' sessions for staff in-work to allow for resilience building and solution focused initiatives</p>	<p>Number of staff attending 'thinking space' session</p> <p>Overall mental health and wellbeing of staff improved</p>
Outcome 3: Support staff to manage stress effectively	<p>Managers to have the skills to identify symptoms of stress and offer support to employees who are unable to cope.</p> <p>Undertake stress risk assessment for teams with high sickness absence rates.</p>	<p>Training sessions available to staff and management.</p> <p>Training for managers to identify signs and symptoms of stress.</p> <p>Continue with the first aid mental health at work training sessions.</p> <p>Health and Safety team will carry out group risk assessment and provide full support with running focus group and supporting managers and the teams to develop action plans to tackle underlying causes of stress at work.</p>	<p>Number of training sessions carried out.</p> <p>Number of staff attending the first aid mental health at work training sessions.</p> <p>Reduced sickness absence related to stress</p>

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Promote mental and emotional wellbeing of staff	<p>To recruit Council's mental health champion at the senior level (e.g. member)</p> <p>To recruit and train from current workforce mental health champions in each Directorate.</p> <p>Promote interventions linked to improve mental and emotional wellbeing</p>	<p>Recruit senior leader to be mental health champion</p> <p>Recruited and trained at least three mental health champions.</p> <p>Develop online survey on mental health and wellbeing for staff to assess the baseline; signposting for resources improving mental and emotional wellbeing such as 'Five Ways'; Mindfulness, access to relaxation therapies etc.</p>	<p>Member recruited as mental health champion</p> <p>Number of mental health champions within Haringey Council</p> <p>50% of staff completing the survey</p> <p>Staff accessing online resources for improved mental and emotional wellbeing</p>
Priority 3: Improve psychosocial working conditions			
Outcome 1: Positive employee / management relations	Create environment where all employees feel engaged ,fully informed and in control of their work and decision making	<p>Corporate Management Group regular meetings and agenda setting every six weeks</p> <p>Regular staff newsletters</p> <p>Chief Executive weekly newsletter</p> <p>Regular staff briefings, 1:1s and 'My Conversation' and investment map</p>	<p>Attendance at CMG</p> <p>Staff feeling informed and engaged in the delivery of the Corporate Plan</p> <p>All staff aware how their work relates to Corporate Plan Priorities</p> <p>My conversation and investment map adoption</p>
Outcome 2: Maintaining flexible working arrangements	<p>Maintain flexible working arrangements so that staff can have good work-life balance</p> <p>Promote healthy work- life balance</p> <p>Encourage staff to buy up to one week's extra annual leave to improve wellbeing</p>	<p>Ensure that all managers are fully up to date with current flexible working arrangements and exercise their responsibility to ensure that the policy is fully implemented.</p> <p>Ensure that staff do not regularly work overtime</p> <p>Discourage late e-mail postage (e.g. not after 6.30pm and before 8am unless emergency)</p> <p>Staff can choose to spend this time with family and friends, take a course to widen capability or simply take time off to easy stress.</p>	<p>Number of staff on flexible working arrangements</p> <p>This could potentially be asked as part of the staff survey</p> <p>No. of staff buying one week extra annual leave</p>
Outcome 3: Providing line-management training and promotion of effective leadership	Provide a range of learning and training opportunities accessible to all staff	<p>Commission high quality training and development sessions focusing on developing management and leadership skills</p> <p>Implement mentoring scheme within Haringey and externally</p> <p>Provide on-job training opportunities to develop further management and leadership skills</p>	

Priorities	What we are going to do?	How are we going to it	What will be measure of success
Outcome 4: Providing in-work training and development to promote job satisfaction	Develop a range of initiatives to build capacity and skills within existing workforce	Haringey Academy Skills for the future programme My career Culture and Change Programme Customer services training and development	Number of staff participating in Haringey Academy Performance on recruitment and retention Job satisfaction – annual staff survey

Appendix II – Haringey's Health, Safety and Wellbeing Governance







STAFF HEALTH AND WELLBEING EVENT CALENDAR



EVENT TYPE	WHEN	TARGET AUDIENCE	BRIEF DESCRIPTION	CONTACT
Overarching activities				
<p>The Wellbeing Charter</p> <p>On the 14th March 2013 we as an organisation achieved the 'Achievement' Award. The final stage which we will work towards is the 'Excellence' Award, probably in the next 18 months.</p>	On-going	All Haringey Council Staff	An Award commissioned by the GLA and Public Health England to promote Health & Wellbeing in workplaces in London.	Workplace Health and Wellbeing Board
<p>Health & Safety Training</p> <p>All Health, Safety and Wellbeing Champions have been told to ensure all managers that risk assessments need to be completed and reviewed for staff in their services and that if they are not able to do it then they need to book themselves on training.</p>	On-going	All Haringey Council management and staff	Providing training to all Haringey Council Management and Staff in relation to Health, Safety and Wellbeing.	OD&C
DSE/Smart-Working	On-going	Staff moving into home working , desk-sharing, remote working environments	<p>Joint-Working with OD&L as required in briefing staff before they move into desk-sharing/home-working.</p> <p>On-going support to managers once moves have been undertaken.</p>	Corporate Health, Safety and Wellbeing Team
Improving healthy life expectancy				
<p>Quit Smoking Campaign</p> <p>Outstanding Actions</p> <p>Smoke Free Link on home pages of Harinet</p> <p>Advertise Quit Smoking support Clinics</p>	On-going	All Haringey Council Staff for general advice	<p>Providing advice to all Haringey Council Staff in relation to giving up smoking.</p> <p>Promoting the quit smoking sessions available to staff.</p> <p>Liaising with Haringey & Enfield Quit Smoking service.</p>	Public Health
Making Every Contact Count (MECC)	March	All staff	Training programme that is equipping staff with skills to help residents, family, friends and colleagues to improve their own health	Public Health Marion Morris
Haringey Men's Health	On-going	Council Male Staff	To reduce the inequalities in men's health and to ensure that there are evidence based interventions and programmes with a focus on men over 40 years of age.	Public Health


EVENT TYPE	WHEN	TARGET AUDIENCE	BRIEF DISCRIPTION	CONTACT
Weekly lunchtime walks for Council staff from RPH.	Every Tuesday 1pm from RPH Note from April there maybe another lunchtime walk	Council staff		Leisure Services Andrea Keeble
Weekly jogging groups in Haringey	Weekly – on going www.haringey.gov.uk/ walkjogcycle Staff jogging (Wednesdays at White Hart Lane CSC 5.30pm)– Karen.evans@haringey.gov.uk	Residents and Council staff		Leisure Services Andrea Keeble
London Marathon places and volunteering opportunities	Annually last Sunday in April	Council staff	6 London Marathon places available to staff who raise money for Haringey approved charities/ community organisations. Water Station 16 volunteer opportunities	Andrea Keeble
Swimathon – at Tottenham Green Leisure and Park Road Pools and Fitness and many other pools around the country	TGLC - 17th April and 19th April 2015 Park Rd – above dates as well as 18th April 2015	All	A charity event. Swimmers individually or in teams swim either 1.5K, 2.5K or 5K and raise money for Marie Curie	www.swimathon.org
Walk to Work Week	11th to 15th May 2015	Council Staff	Focus on walking to work with publicity, incentives etc	Leisure Services Andrea Keeble & Anna O'Neill Public Health
Pool Bike Promotions	Mid June	Council Staff	Cycle promotion to staff which includes promoting the pool bikes during Bike Week	Smarter Travel
Netball Bash	9th July 2015 (after work)	Council Staff	An inter department mixed sex fun netball competition	Andrea Keeble
Discounts on leisure centre memberships	ongoing	Council Staff	Council staff receive substantial discounts on monthly memberships at Haringey leisure centres	www.fusion-lifestyle.com
Cycle to work day	Thursday 3rd September	Council staff	Doctor Bike, promotion of cycling activities, cycle to work scheme, bikers breakfast to those encouraged to cycle in.	Smarter Travel

EVENT TYPE	WHEN	TARGET AUDIENCE	BRIEF DISCRIPTION	CONTACT
Dr Bike at River Park House	First Thursday of every month	Council staff who can access RPH	Pedal cycles serviced for free	Smarter Travel
Dr bike on x2 Remote sites	TBC – Twice Per Year	Council staff at x2 remote sites	Pedal cycles serviced for free	Smarter Travel
Cycle to Work Scheme	TBC *Finance issue so the window should be open now but isn't	Council staff	Opportunity to purchase a tax free bike and accessories	Transportation and Planning
Breeze Rides for Women	TBC but throughout the year	Anyone who lives, works or studies in Haringey	Organised ride for women to encourage more women (who are under-represented in cycling) to cycle more	Smarter Travel
Free Cycle Training	Ongoing	Anyone who lives, works or studies in Haringey	Learn to cycle safely and confidently for free.	Smarter Travel
Improving mental health and wellbeing				
<p>Stress Update</p> <p>Actions</p> <p>To identify via sickness records service with high levels of sickness</p> <p>For H&S Adviser to have a discussion with HRBP's re encouraging managers to manage their Service's stress via risk assessment, training etc</p>	On-going	<p>Services with high levels of sickness absence</p> <p>All Service Managers</p> <p>Council staff for general advice</p>	<p>Provision of service stress risk assessments</p> <p>Training Managers in stress management</p> <p>Support and advice to service managers</p>	Corporate Health, Safety and Wellbeing Team
<p>Staff Thinking Space</p> <p>Group discussions facilitated by experienced psychotherapists aimed at improving personal resilience and focusing on group approaches to problem solving</p>	Every Friday from April (time tbc)	All staff	Support for staff to cope with a significant change	Public Health Tamara Djuretic
Mental Health Awareness training for managers	April	Managers	Support for managers to recognise signs and symptoms of mental ill health and to become confident in addressing the issue and supporting the staff adequately	Public Health Tamara Djuretic



Report for:	Staffing and Remuneration Committee	Item Number:	
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Title:	Restructure Policy, Redeployment Policy and Voluntary Procedure – Updated policies
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Report Authorised by:	Jacquie McGeachie – Assistant Director, Human Resources and SSC 
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Lead Officer:	Amanda Mays, Interim Head of Workforce Development
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Ward(s) affected:	Report for Key/Non Key Decisions:
None	Non Key

1. Describe the issue under consideration

1.1. Following the outcome of the Trade Union consultation 'The Workforce Plan – Implications for Employees' from 16th December 2014 to 16th February 2015 it was agreed that the Council undertakes a review of the Restructure and Redeployment Policies. The Voluntary Redundancy (VR) Procedure has been reviewed based on recommendations from the Council's legal team.

1.2. This paper summarises the changes made to the policies and the rationale. The revised policies can be seen in full at Appendices A, B and C.



2. Background Information

- 2.1.** A report 'The Workforce Plan – Implications for Employees' was presented to the Staffing and Remuneration Committee on the 16th December 2014. The report included an approach to staff consultation in relation to the headcount implications in the Medium Term Financial Strategy (MTFS). Consultation took place until mid February 2015 and feedback from the trade unions highlighted that amendments to the Council's Restructure Policy and Redeployment Policy were required.
- 2.2.** Based on legal advice it was recommended that the VR Procedure requires an update due to changes in job titles, the process of decision making and to tighten the reasons for rejection.
- 2.3.** The Trade Unions have been fully consulted on the development of these three policies and have raised no objections to the final versions attached as appendices to this report.

3. Recommendations

3.1. For the Committee to:

- a) Approve the revised Restructure Policy
- b) Approve the revised Redeployment Policy
- c) Approve the revised Voluntary Redundancy Procedure

4. Restructure Policy

- 4.1.** This policy sets out the legal and organisational responsibilities that will be met when restructuring and redundancy is necessary.
- 4.2.** The original Policy was approved by General Purposes Committee on 29 March 2010. It was subsequently updated in 2012 and August 2013 to take account of legislative changes to consultation periods (Trade Union & Labour Relations (Consolidation) Act 1992 – amended April 2013).
- 4.3.** Changes recommended by the Council and the Trade Unions are designed to reflect the ongoing need for a Policy to facilitate change at pace and minimise the impact on affected employees through an organisational restructure.
- 4.4.** Specifically the following points were reviewed and amended.



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- 4.4.1.** Management Guidelines have been incorporated into the Policy and these will no longer be in circulation. This will help managers find all information relating to restructures in one policy.
- 4.4.2.** An appeal procedure has been introduced for employees who are unplaced and therefore selected for compulsory redundancy. The grounds on which to make an appeal eligible are clear. The appeal is to Senior Managers within the Council. Whilst there is no statutory requirement for this step it is seen as best practice and enables employees to challenge whether the Council has followed its own procedures in selection for redundancy and / or whether or not the manager who made the original decision made a decision which a reasonable person could have made.
- 4.4.3.** The option for employees to be included in ring fence or placed in a role at one grade up or one grade down is recommended to be made voluntary. In the past employees have had no choice as to whether they were placed in a role at one grade lower, with no pay protection or consideration given to status, and also no choice as to whether they were capable or willing to work in a role at one grade higher. It is therefore included in the revised policy that employees will be considered at their substantive grade unless they voluntarily agree to be considered at one grade higher or lower.
- 4.4.4.** Currently when employees are assimilated to a role in the new structure they are not required to participate in the restructure process. It is therefore proposed that an 'Assimilation Development Interview' is held to help identify development areas, if any, for the employee in the new structure and to outline the standards required.
- 4.4.5.** Cascading ring fences are still included in the Policy but the aim is to move swiftly through each ring fence and minimise the number of assessments an employee is subject to.
- 4.4.6.** HR will issue on behalf of the Council the HR1 notice to The Insolvency Service. Previously this was a requirement for individual Services to do but this is not practical as they do not have a Council wide overview.
- 4.4.7.** The issue surrounding preferential placement due to Family Leave has been updated following recent developments in Case Law.

5. Redeployment Policy

- 5.1.** This policy sets out responsibilities that the council has in seeking suitable alternative employment for an employee whose post is made redundant through a reduction in posts or an organisation restructure. It will also be used to seek suitable alternative roles when an employee is unable to perform their duties due to



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ill health or disability, is reengaged following a Tribunal Order, has an end to their fixed term contract or when a supernumerary employee's work has ceased.

- 5.2.** The existing policy was approved by General Purposes Committee on 29 March 2010, amended by the General Purposes Committee on the 28 October 2010. This version was amended on 26 June 2012 due to legislative changes.
- 5.3.** The scope of the policy has been amended. It removes from scope re-instatements from Member Appeals and relegations following a disciplinary, capability or for any other reason under Council procedures. These Redeployments should be managed within the Service. It has clarified redeployment for staff on fixed term contracts and re-engagement orders from Employment Tribunals.
- 5.4.** As per the Restructure Policy amendments placement at one grade up / one grade down from an employee's substantive grade has become voluntary.
- 5.5.** The Assessment Period has been renamed Trial Period and is now in line with statutory obligations, where it is the employee's right to try out the job and not lose entitlement to a redundancy payment.
- 5.6.** Reference is made to the new My Career process and the support of the My Career team. This includes more emphasis on individual's taking ownership of job seeking opportunities.
- 5.7.** The issue surrounding preferential placement due to Family Leave requires has been updated following recent developments in Case Law.

6. Voluntary Redundancy Procedure

- 6.1.** This procedure sets out the steps to be followed to manage Voluntary Redundancy within the Council.
- 6.2.** The current procedure has no version history available but is dated September 2011.
- 6.3.** The Procedure has been modified in terms of process and job titles.
- 6.4.** The following minor changes have also been made:
 - 6.4.1** The role of the Workforce Programme Board is clarified and included as a recommending body for redundancy decisions with a Council wide overview.
 - 6.4.2** The Approval Panel is the AD Human Resources and the Section 151 Officer.



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- 6.4.3** Employees are asked to calculate their compensation payment before making a request to leave to ensure they understand the terms they may be entitled to. It has also included the need for the employee to discuss their request with their manager. This is to ensure any applications made are genuine and more likely to be progressed.
- 6.4.4** Whilst the Council deferred requests in the last campaign this was not written into the procedure and this has been added for clarity.
- 6.4.5** The opportunity to request a redundancy via a 'bump' is now included.
- 6.4.6** Added in a criterion to reject the VR on unspecified grounds. This gives the panel the power to refuse a request if unanticipated circumstances justifying a refusal apply.
- 6.4.7** It has strengthened the comment regarding the discretion of the panel to approve the request if there are significant benefits that would flow from the termination

7 Comments of the Chief Finance Officer & Financial Implications

The Chief Finance Officer has been consulted over the contents of this report and has no specific financial implications to raise. Clearly the application of any one of these policies may have financial implications which will need to be highlighted and resolved at that particular time.

8 Comments of the Assistant Director Corporate Governance and Legal Implications

The amendments to the policies are intended to improve on the current arrangements for restructure, redeployment and voluntary redundancy and which are in compliance with the Council's statutory obligation under the Employment Rights Act and the Trade Union and Labour Relations (Consolidation) Act 1992.

9 Equalities and Community Cohesion Comments

Council Policies apply to all Council employees, except all staff appointed by schools operating under the Local Management of Schools, who have their own procedures. Policies and procedures will be varied for certain senior staff to ensure compliance with local government law and JNC conditions of service for Chief Executives and Chief Officers.

We are working towards making sure that all our employment policies are of the highest possible quality to enable equality, equity and consistency in working practices.



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Equality impact assessments will be carried out to monitor the effectiveness of the implementation of HR policies where there is enough data to do so.

10 Head of Procurement Comments

Not applicable

11 Policy Implication

The Trade Unions have raised a point of concern regarding the contractual status of all Haringey Council HR policies. The HR team is currently in discussion with them and our legal team about the status and which of the Council policies are considered contractual. This may mean that these three policies need clarification about this and they would be resubmitted for approval subject to the outcome of this.

12 Use of Appendices

Appendix A – Restructure Policy
Appendix B – Redeployment policy
Appendix C – Voluntary Redundancy Procedure

13 Local Government (Access to Information) Act 1985



Appendix A – Restructure Policy

Appendix B – Redeployment policy

Appendix C – Voluntary Redundancy Procedure

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Human Resources

DRAFT RESTRUCTURE POLICY

Policy History	
Version History	<p>Updated in August 2013 to take account of legislative changes to consultation periods (Trade Union & Labour Relations (Consolidation) Act 1992 – amended April 2013).</p> <p>Approved by General Purposes Committee on 29 March 2010.</p>
Summary of Change	Changes made to reflect changes to delegated authority procedure (July 2014), one grade up / down changes to become voluntary and appeal process introduced to reflect employment best practice.
Contact (job title)	Head of Workforce Development
Implementation date	1 July 2015
Review Date	June 2017
EqlA Date	June 2015
Decision making body & date of approval	Staffing and Remuneration Committee 29 June 2015
Classification	Official

Links and Dependencies to other policies
Redeployment Policy, VR Procedure
Recruitment Policy
Related Forms

Human Resources

1. Purpose

This policy sets out the legal and organisational responsibilities that will be met when restructuring and redundancy is necessary.

2. Scope

This procedure applies to all Council employees, except all staff appointed by schools operating under the Local Management of Schools, who have their own procedure.

The procedure will be varied for certain senior staff to ensure compliance with local government law and JNC conditions of service for Chief Executives and Chief Officers.

3. Policy Statement and Principles

This Policy applies to an organisational restructure. Restructuring may occur due to the following reasons, although this is not an exhaustive list:

- Closure of a service
- Change in funding
- Change in legislation
- Change in working practice
- Re-organisation to meet business needs

Where reasonably practical and in accordance with this Policy the Council will look at ways to minimise any redundancies arising from restructuring. The Council may for example, put in place recruitment freezes, reduce overtime, give consideration to employee requests for voluntary redundancy or redeploy staff into suitable posts in other areas.

4. Procedure

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4.1 Consultation

Consultation on proposed redundancies should begin in good time and there is a statutory requirement that consultation must begin:

- At least 30 calendar days before the first dismissal takes effect if 20-99 employees are to be made redundant, within a period of 90 days or less.
- At least 45 calendar days before the first dismissal takes effect if 100 or more employees are to be made redundant, within a period of 90 days or less.

4.1.1 The Council has determined that there must be a minimum period of 30 calendar days of formal consultation. A shorter period of consultation may be agreed by the Trade Unions before a decision is taken which leads to redundancy, providing that the minimum statutory periods are met.

4.1.2 No notice of dismissal for redundancy will be issued or the selection process will begin until the period of consultation is complete.

4.1.3 The Service must ensure that employees who are absent for any reason, for example long term sickness, maternity leave, sabbatical or secondment, are also included as part of the consultation process.

4.2 Steps in the Restructure

Step 1	<p>Plan the re-organisation, which will include producing the details of proposed structure.</p> <p>Follow good practice by informally notifying staff & trade unions of early thoughts.</p> <p>Commence the EqIA and Delegated Authority Process.</p>
Step 2	<p>When proposals are finalised commence formal consultation with Trade Unions and staff by arranging a meeting and issuing the Information Pack to all affected employees. Issue the Section 188 notice when 20 or more employees are at risk, within a 90 day period or less, to the Trade Unions. A Section 188 notice must be</p>

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	<p>issued if legally required and can take the form of the Information Pack, providing this includes:</p> <ul style="list-style-type: none"> • Purpose and reason for the proposal; • The numbers and descriptions of employees who are included in the restructure; • The numbers and descriptions of employees whom it is proposed to dismiss as redundant; • The total number of employees of that description employed by the Council at that establishment, including agency workers; • How the organisation will avoid redundancies; • Details of the jobs proposed, including the role profiles and the grades or indicative grades if job evaluation is pending; • How the organisation will reduce the number of dismissals; • Proposed selection methods; • Proposed method of dismissal, including redundancy calculations. <p>The Service must allow a reasonable period for staff and unions consultation on the proposals, including meetings of managers and groups/ individuals affected by the change.</p>
Step 3	<p>At the end of the consultation period the proposals will be revised if appropriate.</p> <p>The Service will notify employees and trade unions of the finalised structure and proposals, for example through a series of one to one and group discussions.</p> <p>Finalise the Delegated Authority Process based on end of Consultation feedback.</p> <p>Where the Trade Union fail to agree with the management decision based on the outcome of consultation they will follow the agreed Council disputes process. After exhaustion of the disputes procedures Management will advise its intentions.</p>
Step 4	<p>Confirm assimilation appointments and arrange assimilation development Interviews.</p> <p>Implement selection process and initiate redeployment procedure.</p>

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	Review equalities data.
Step 5	<p>Confirm appointments in writing. Hold a series of one to one discussions with affected staff, followed by a letter advising all employees of the outcome of the selection process. Outline the appeal process and ensure appointments are made subject to appeal.</p> <p>Organise any other staff communication initiatives, workshops, etc.</p> <p>Redundancy notices issued and redeployment period commences.</p> <p>Finalise EqIA and the Delegated Authority Form.</p>
Step 6	Notify HR of any changes to SAP and to individuals.

5. Methods of selection for posts in the new structure

5.1 Principles

Management will identify how to select individuals for posts in the new structure. This will be done by looking at the proposed roles in the new structure and comparing them with the roles proposed to be deleted in the existing structure.

On occasions there may be the need to close a specific unit which will result in all the staff being displaced; alternatively it is possible for a unit closure to be a single employee. The identification of a unit or section for closure will not automatically result in the people who work within it being declared redundant. Consideration will be given to whether the affected employees can be redeployed elsewhere within the Service or the Council as part of the Redeployment Procedure.

As a first step assimilations will be considered when appointing to posts in a restructure. Management must then identify what ring fences should be established and whether these are open or closed ring fences. Selection methods within the ring fences then need to be determined.

Appointments made in the process may be subject to the outcome of any successful appeals.

5.2 Assimilation

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Assimilation will be used as part of these processes in very clearly defined circumstances, which is:-

- i) Where the post(s) is (are) substantially unchanged.
- ii) Where the number of post holders is the same as or less than the number of posts.

All assimilated employees, will be required to go through an Assimilation Development Interview. No assimilated employee will be deselected as a result of this Interview. The purpose of the Assimilation Development Interview will be to identify any development required to carry out the new post, if any.

Proposals for assimilations must be included in the Consultation Pack and these may be reviewed at the end of the Consultation Period following any requests for VRs (subject to the approval process as contained within the VR Procedure), or in response to any comments received from the Trade Unions and / or staff.

5.3 Ring Fences

Ring-fences will be determined for groups of identical or similar posts. Having established which posts fall within a given ring fence, a decision has to be made as to which existing post holders are qualified to apply for posts within a given ring fence. These arrangements will be included in the Information Pack for consultation. Normally ring fences will be confined to the individual Service or a geographical site if employees are unique to that site. A ring fence may be deemed closed or open.

To be considered for a post within ring fences individuals must declare which posts they wish to be considered for using the 'Expressions of Interest' form at Appendix C.

Employees will be ring fenced into a selection process at their substantive grade. Subject to the employee agreeing they may be included in a ring fence where the new job is one grade up or one grade below the employee's substantive grade. No employee will suffer a detriment if they choose to participate at their substantive grade only.

There may be exceptional occasions when employees are included in a ring-fence that is more than one grade up or down. Such cases will be considered on an individual basis and inclusion in a ring-fence that is more than one grade

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higher or lower may only be considered when there is no detrimental impact on other staff and the employee agrees to participate at that grade.

An employee who has been acting up into a higher graded post will be entered into a ring fence with other employees based on their substantive grade and be considered for a new post or subsequent redeployment based on their substantive grade, or one grade up or down if the individual agrees.

The potential equality impact implications will be taken into account before a decision on ring fences is made.

5.3.1 Examples of ring fences

The following examples illustrate how ring fences will be determined. These examples are illustrative and not exhaustive.

A **A group of identical posts being reduced**

A ring fence is drawn round the reduced number of posts and all existing post-holders are able to be considered for these posts.

B **A group of similar or interchangeable posts being reduced**

Where a group of similar or interchangeable posts is being reduced it may be appropriate to draw a ring fence around all such posts. In these circumstances the posts will be the same grade or be one grade up or one grade down. Employees who currently occupy posts that have duties and responsibilities and require skills or experience that have significant overlap with the new posts will be able to be considered for these posts at their substantive grade and subject to agreement may be considered for roles one grade higher or lower than their own grade. Such ring fences may well encompass posts from more than one existing operating unit.

C **Open and Closed ring fences**

Closed ring fence – this method should be used where there is significant overlap of duties, experience and skill requirements when comparing existing substantive roles and proposed roles. In this type of ring fence appointments will be made to all the available new posts from within the closed ring fence of employees that have been

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indicated for the roles in question. Employees must only be considered based on their substantive post. Where there are more employees included in the ring fence than the number of available roles some staff will be displaced. Any assessment used in the closed ring fence selection will include the identification of development areas, if any.

Open ring fence – this method should be used where there is some overlap in duties, experience and skill requirements. Employees will have to meet the requirements of the role and appointments will only be made where this is the case. Employees must only be considered based on their substantive post. In an open ring fence posts will only be filled where it is judged that applicants adequately satisfy the essential criteria in the person specification. Consequently although the number of applicants may exceed the number of posts not all posts will necessarily be filled. Where there is more than one role available in the ring fence employees may be asked to complete a 'Restructure Supporting Statement', see Appendix B. This may be used as part of the selection process for roles.

D "Cascading" ring fences

Where changes in the organisation are required at succeeding levels it may be necessary to establish a series of ring fences for each level or tier. The selection process may start at the highest level and work down, alternatively it may take place concurrently for each level to minimise the number of selection methods each employee is subject to. It is one aim of this policy to reduce the number of times an individual is required to be assessed in a restructure therefore it would be appropriate at each assessment to consider the suitability of the employee against a number of roles. Appointment to a role that is not at the employee's substantive grade will be subject to their agreement.

Employees who are not successful in one ring fence may be considered in the ring fence at the tier below providing that the posts in this tier are not more than one grade below the individual's substantive grade and the individual agrees to this. Individuals can be considered in further ring fences in the 'cascade', subject to the terms of paragraph 5.3 (C).

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5.4 Selection Methods

Listed below is a list of selection methods to be used to appoint to roles within a ring fence. Differing circumstances within a single section or service will need differing approaches or a combination of approaches. The Service will need to be able to justify the reasons why a particular selection method or combination of methods was chosen during the consultation stage.

Some restructures which are straightforward may require only one selection method to be used for each ring fenced group of staff while other restructures may require different methods to be used for different ring fenced groups.

5.4.1 Interview processes including tests as appropriate

Interviews and tests should be used when functions are changing/being organised in a different way and there are new posts that need to be filled.

Testing may be used alongside an interview or management assessment process. The tests used must be relevant to the job and be fair to all those taking part. Tests can provide additional information, such as in-tray exercises which test the employee's ability to prioritise a range of work and written communication skills.

Tests which assess specific knowledge which may be required in the new posts can also be used; these may include multiple choice type questions or straight text answer questions. This type of format can be useful in assessing existing knowledge or to help determine future development needs.

Presentations can also be used when the skill is relevant to the post.

5.4.2 Management Assessment

A Management Assessment may be used to select for posts in the new structure. A Management Assessment may also be used to assess suitability for a role where the individual chooses not to participate in the process. The Management Assessment consists of two parts - a manager's reference and an assessment against the criteria in the person specification.

The factual manager's reference should be completed by the individual's current manager, using the form at Appendix A, part A. The Role Assessment, at Appendix A part B, should be completed by the manager of the post being recruited to and one other manager who is unconnected with the restructure or a member of HR. The individual's current manager may or may not be the same as the manager conducting the recruitment.

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When completing the Role Assessment the manager should use the essential criteria in the person specification as means of assessing an individual's suitability for the post by assessing how each person meets the specification based on their knowledge of the individual.

Whether an element from the person specification can be used as a selection criterion for assessing employee suitability will depend on the following:

- Whether accurate information is available regarding the selection criterion and whether it will provide a reliable basis for assessment.
- Whether it will meet the necessary degree of selectivity e.g. if everyone has the same qualification using this as a selection criterion would not be appropriate.

At the end of the appointments process copies of the completed Assessment Forms, appendix A, will be provided to the individual employee on request.

6. Redundancies

6.1 Issuing redundancy notices

HR will seek the approval of the Assistant Director Human Resources and the Section 151 Officer when a redundancy is proposed.

6.2 Appeal Process against selection for redundancy

6.2.1 Where an employee is unplaced in a restructure he or she will be able to appeal the decision to be made redundant. The appeal must be made within 5 calendar days of the redundancy decision being received in writing. Appeals will only be accepted if submitted on the form at Appendix E and the grounds for appeal clearly explained.

6.2.2 The appeal will be conducted by a more senior manager than the person who made the original decision. If a 2nd or 1st tier manager made the decision another manager at the same level from outside the appellant's directorate may conduct the appeal. The AD, Human Resources will nominate the reviewing officer.

6.2.3 Where there is a failure to supply the full reasons on the Appeal Form the appeal will be rejected by the AD Human Resources due to insufficient grounds for the appeal to be properly responded to. Where the appeal is

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rejected the employee has a further 5 calendar days to resubmit their appeal. If this is not done in time the appeal will be rejected outright.

6.2.4 The aim of the appeal is to establish whether or not the Council has followed its own procedures in selecting the individual for redundancy.

6.2.5 The reviewing manager will consider all documentation relevant to the appellant's grounds of appeal. Copies of these documents will be available to the appellant; to his/her representative and to the manager who made the original decision.

6.2.6 The manager reviewing the case will meet with the appellant and her/his representative and the manager who made the original decision. This meeting should be held within 10 working days of the reviewing manager being appointed.

6.2.7 The decision of the review manager will be confirmed to the appellant in writing, and the letter should usually be despatched within 3 working days of the decision. The decision of the reviewing manager is final. There will be no appeal to elected members.

6.2.8 Where an appeal against selection for redundancy is made appointments may remain provisional until the appeal has been completed.

6.2.9 Where the appeal is rejected the employee's redundancy notice will continue unaffected.

6.2.10 If the appeal is successful the selection process may be repeated, subject to any amendments made as an outcome of the appeal. This will therefore mean that those appointed initially by the process may be affected by the appeal outcome. All those involved will be notified by HR. When the issue is one of non-appointment in an open ring fence and vacancies remain, the outcome of a successful appeal may be that the chair shall appoint the employee to the vacant post, where they meet the requirements of the role.

6.2.11 The appeal will be held within the employee's notice period, where reasonably practical.

6.2.12 Guidance on the Appeal Hearing can be found at Appendix F.

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6.3 Early retirement and redundancy payments

Council policy on redundancy and early retirement payments is determined by the Staffing and Remuneration Committee.

The Council exercises its discretion in relation to early retirement and redundancy payments under the following:

- The Local government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006
- The Teachers (Compensation for Redundancy and Premature Retirement) Regulations 2015
- Local Government Pension Scheme Regulations 2013
- The Employment Rights Act 1996

6.4 Redundancy Calculations

Haringey Council's calculation for redundancy and pension benefits on redundancy can be seen at Appendix G. These terms are applicable as at June 2015. These terms will apply to all redundancies, whether on a voluntary or compulsory basis.

6.5 Redundancy - Awards of additional pensionable membership

The Council's policy is not to award added membership in cases of redundancy.

6.6 Redundancy - Multiple contracts

6.6.1 Where a member of staff has two or more current contracts and is being made redundant from only one of them, the start date of this contract will be used as the start date for any redundancy calculations.

6.5.2 Where an employee has one contract at the point of leaving but in the past had two overlapping contracts (with no break in service) the length of service can be counted from the first contract.

6.7 Advance Notification of Redundancies (HR1)

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HR will issue on behalf of the Council the HR1 notice to The Insolvency Service. This is required where 20 or more staff are to be made or likely to be made redundant within a period of 90 days or less, as required under section 193 of the Trade Union and Labour Relations (Consolidation) Act 1992. If 20 - 99 staff are to be made redundant, the HR1 notice must be submitted at least 30 calendar days before the first dismissal takes place. If 100+ staff are to be made or likely to be made redundant within a period of 90 days or less, the HR1 notice must be completed at least 45 calendar days before the first dismissal takes place. A copy of the notice will be given to the trade unions.

6.8 Failure to co-operate with the Restructure Process

An individual may jeopardise their redundancy payment by unreasonably rejecting a suitable position which has been offered as part of the restructure process.

If individuals do not co-operate with the selection process, a management assessment will be used to assess their suitability for a role. The employee will be given the chance, early in the restructuring process, to raise concerns if they feel that the offer of suitable alternative employment made to them is not a suitable offer. Management will respond to their concerns.

If the employee fails to accept the offer of employment by not signing a new contract, the contract may nevertheless be deemed to have been accepted by the employee performing to it.

7 Equal Opportunities

7.1 Discrimination

The application of selection methods must ensure that all forms of discrimination are avoided and that they comply with the Council's Equal Opportunities Policy, current legislation and case law.

7.2 Employees with a disability

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Any employee with a disability will be considered at the same time as other employees with a decision being made solely on grounds of suitability for the post. The Council will make reasonable adjustments to accommodate the employee in carrying out the job as required by the Equality Act 2010.

7.3 Trade Union Officials on full-time release

Trade Union officials on full-time release will be exempted from any selection process in a restructure for the duration of their term of office. At the end of their term of office if their substantive post has been deleted the individual will become supernumerary and be dealt with by whatever redeployment or redundancy process that prevails in the Council at that time. In these circumstances advice must be sought from the Assistant Director Human Resources.

7.4 Employees on Family Leave

It is automatically unfair to dismiss an employee for a pregnancy related reason. An employee can be fairly dismissed if the reason is one of redundancy and is not connected to pregnancy and/or Family Leave. Family Leave is defined as maternity, paternity, shared parental leave or adoption leave. Where the Council has to make redundancies and the pool of employees from which a selection is to be made contains any employees who are pregnant and/or on maternity leave or shared parental leave, will not affect the implementation of the redundancy programme. There are however a number of specific points which must be addressed:

- a. Employees who have commenced statutory maternity leave or employees who have commenced a period of Family Leave have a right to be fully consulted with during a restructure or re-organisation, even if they have already indicated that they do not want to return to work.
- b. Employees who are already or who become absent on Family Leave must be included in the consultation and selection process in the usual way.

7.5 Suitable Alternative Employment

Employees who have already commenced a period of statutory maternity or Family Leave and where the decision has been made for their post to be made redundant must be offered suitable alternative employment, where it is available, in preference to any other employee who is similarly affected by

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redundancy. A failure to do so will make any dismissal as a result of the redundancy programme automatically unfair.

Suitable alternative employment means the work to be done is suitable in relation to the employee and appropriate for him or her to do in the circumstances, and the provisions of the contract as to the capacity and place in which he or she is to be employed and the other terms and conditions are not substantially less favourable than they would have been if the employee had continued to be employed under the previous contract.

In a redundancy situation where an employee is still on any part of their maternity or family leave, he/ she must still be issued with contractual notice and his/her last day of service will be the date on which the notice period ends, not the end date of the family or maternity leave if this is longer than the employee's contractual notice.

7.6 Trial Period

When appointed to a post as part of a ring fence in the restructure an 8 week trial period will apply. Employees assimilated to a role will not be eligible for a trial period. The employee can request an extension for a further eight weeks depending on the nature and complexity of the job role and the amount of support and training which has been possible to provide during the initial period. If an extension is requested this must be put in writing and submitted to the Assistant Director of the Service.

Assessment forms, at Appendix D, must be completed at regular intervals throughout the period. A final decision, by the employee, regarding their suitability must be made at the end of the agreed trial period. If the employee does not consider the role suitable for them after the trial he or she will be entered into the Redeployment Process.

8. Equalities Impact Assessments (EqiA)

An equality impact assessment must be completed by the manager on the proposed changes to the establishment structure. Where direct or indirect discrimination is identified the proposal should, where appropriate be adapted to mitigate any potential discrimination. Details of the EqiA process and relevant template forms can be found on the Intranet.

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9. Monitoring

9.1 Equalities Monitoring

To ensure that the redundancy process is carried out fairly, HR will keep records of the grade, disability, age, ethnicity and gender of those originally identified as being potentially redundant and to enable the process to be monitored and reported to Members, as required.

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Appendix A

Human Resources

MANAGEMENT ASSESSMENT FORM – PART A

To be completed by the employee's line manager.

Name of employee	
Current job title and grade	
Substantive job title and grade	
Service	
Name of manager	

Reference	
How would you rate your employee's performance over the last 12 months? Provide commentary to support your rating.	
Score Exceeded one or more objectives - 5 Met all objectives – 4 Met 50-99% of objectives - 3 Met less than 50% objectives - 2 Did not meet any objectives - 1	1 / 2 / 3 / 4 / 5
Sick Absence	
Number of days absence in last 24 months / number of occasions: <i>Exclude absence relating to maternity. Speak to HR regarding long term spells of absence and disability related absence as each case will be considered individually.</i>	
Details of formal sick absence monitoring:	
Score 12 days or under – 3 Over 12 days and under 30 days – 2 30 days or over – 1	1 / 2 / 3
Disciplinary	

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Give details of any formal disciplinary action undertaken in the last 12 months	
Score Clear record – 4 Verbal warning - 3 Written warning – 2 Final written warning – 1	1 / 2 / 3 / 4
Total Score:	

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Appendix A

Human Resources

ROLE ASSESSMENT – PART B

Name of manager of the post being interviewed:	
Name of manager unconnected with the process:	
Rating: Meets criteria = 3, Partly meets criteria = 2, Does not meet criteria = 1	

Person Specification Criterion	Evidence of meeting the person specification criterion	Rating	Weighted criterion <i>Multiply essential characteristics by 2 if they are weighted in the original specification</i>	Total Score
OVERALL TOTAL:				



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Appendix B

Human Resources

Restructure Supporting Statement

Post applying for:

Please list in priority order if there is more than one

Grade:

Name

Current job

Grade

Are there any changes to your working arrangements you would like to be considered?

Contact telephone number

Do you consider yourself to have a disability?

Yes / No

CURRENT JOB

Provide 5 bullet points to highlight your main activities

- 1.
- 2.
- 3.
- 4.
- 5.

EMPLOYMENT HISTORY of the last 5 years

(only complete if this is relevant to your current application)

Employers name and nature of business +
Dates from/to:

Brief description of the job:

QUALIFICATIONS & TRAINING


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Awarding body or Training organisation	Qualification or certificate	Grade or level or achievement	Date

PERSONAL STATEMENT

Please write a statement explaining how your knowledge, experience and skills, whether gained in or outside work, match those needed for the job you are applying for.

Use the essential characteristics on the Person Specification as the points that you need to address in this personal statement. Please note there is a maximum limit of 600 words.

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SIGNATURE
DATE



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Appendix C

Human Resources

Restructure – Expression of Interest Form

Post applying for: <i>Please list in priority order if there is more than one</i>	1. Job title: Grade: 2. Job title: Grade: 3. Job title: Grade: 4. Job title: Grade:
Name:	
Current job title:	
Grade:	
Temporary Grade: (if applicable)	
Are there any changes to your working arrangements you would like to be considered?	
Contact telephone number	
Do you consider yourself to have a disability?	Yes / No



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Appendix D

Human Resources

Trial Period – Assessment Form

Employee name:	
Job title:	
Line manager:	
Date of appointment:	
Date of review meeting:	
Number of weeks of trial:	
Extended weeks:	

REVIEW RECORD

	Standard met or exceeded ✓	Improvement required ✓	Action planned:
Knowledge and understanding of duties of the post			
Quality/accuracy of work			
Communication skills			
Organisation skills			
Ability to meet targets/deadlines			
Ability to work as part of a team			
Management/supervisory skills (if applicable)			


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Other aspects of work			
Training/support/development provided			
Further comments from line manager			
Employee's comments			

Signed by line manager:
Date:
Signed by Employee:
Date:

A COPY OF THE FORM, SIGNED BY BOTH MANAGER AND EMPLOYEE MUST BE RETAINED BY THE LINE MANAGER



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Appendix E

Human Resources

Selection for Redundancy - Appeal Form

Employees who are unplaced in a Restructure and are therefore to be given notice of redundancy have a right of appeal against this decision. The appeal must be made in writing using this form. The completed form must be returned within 5 calendar days of the date of the decision letter and must be completed in full, outlining the reasons for the appeal.

Name		Service	
Job Title		Contact Telephone	
Line Manager			

Please outline your appeal; giving as much detail as you can, including any evidence you have to substantiate your appeal.

--

Please note that your appeal will not be lodged until the form is completed in full.

Signature	Date
------------------	-------------

The completed form must be returned to:

Assistant Director HR, Level 4 Alexandra House, 10 Station Rd, Wood Green, London N22 7TR.



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Appendix F

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Appeal Hearing

Where an employee is unplaced in a Restructure he or she will be able to appeal the decision to be made redundant. The detail is included in section 6.2 of the policy above.

The process for the appeal hearing is listed below.

1. The individual is entitled to be represented (or accompanied) to an appeal hearing by either their trade union representative or a work colleague of their choice.
2. The senior manager hearing the appeal will normally arrange it within ten working days of being appointed. The appeal will be heard within the employee's notice period, where reasonably practical. However, where this is not possible, the hearing should be concluded within a maximum of 1 month from the date of the decision to be made redundant. The appellant should be aware that the appeal may go ahead in their absence should they fail to attend without good reason.
3. Both parties will be expected to exchange any documents relating to the case at least five working days in advance of the appeal.
4. Appeal Hearings will be electronically recorded to ensure an accurate record is captured. The appellant may raise an objection in advance of the hearing date as to why they do not want the hearing recorded.
5. At the Hearing the employee (or his/her representative) will present their case first.
6. The manager presenting the case, normally the service manager leading the Restructure will respond to the appellant's case.
7. It is unlikely that witnesses will need to be called. However any witnesses who are present may be questioned by the appellant, their representative, the presenting manager, the senior manager hearing the appeal or the adviser(s) to the panel.
8. Questioning of either the appellant or the presenting manager may only be carried out by the senior manager hearing the appeal or by the adviser(s) to the panel.
9. Once the appellant and management have presented their case, both sides will present a summary of the key points. The appellant will summarise first. No new evidence can be introduced in closing statements.
10. The presenting parties will then leave the hearing to allow the senior manager hearing the appeal, with any adviser(s), to deliberate in private. The parties can be recalled to clarify any points of uncertainty.

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11. Having deliberated, the senior manager hearing the appeal will generally recall both parties to the room in order to give a decision on the case. It may sometimes be necessary to give a decision on the case at a later date if the deliberations are likely to last a long time.
12. The decision will be confirmed in writing, and the letter should usually be despatched within 3 working days.

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Appendix G

Human Resources

HARINGEY COUNCIL - REDUNDANCY PAYMENTS AND PENSION BENEFITS ON REDUNDANCY

These terms are applicable as at June 2015. These terms will apply to all redundancies, whether on a voluntary or compulsory basis.

These entitlements apply to all Council employees including school support staff in maintained schools who are eligible to join the Local Government Pension Scheme. The entitlements for teachers, whether employed in a school or centrally, are provided in Section 8 of the Schools' Personnel Handbook.

REDUNDANCY PAYMENTS

Less than 2 years Continuous Service
No redundancy payment
More than 2 years Continuous Service
<p>The calculation for redundancy pay is based on:</p> <ul style="list-style-type: none"> • how long the employee has been continuously employed (maximum of 20 years) • age • weekly pay <p>Haringey's Redundancy Payment is calculated using a combination of the Statutory Redundancy Provision and Haringey's Discretionary Provisions as follows:</p> <p>How a basic Redundancy Payment is calculated:</p> <p>There is a statutory weekly rate of pay limited to £475 per week. However, Haringey Council has exercised its discretion and uses actual weekly rate of pay to calculate redundancy payments.</p> <p>The Statutory number of weeks used to calculate a redundancy payment is shown below:-</p> <ul style="list-style-type: none"> • 0.5 week's pay for each complete year of service where the employee's age was under 22 • 1 week's pay for each complete year of service where the employee's age was 22 or above, but under 41 • 1.5 week's pay for each complete year of service where the employee's age was 41 or above <p><u>In addition</u>, under Haringey Council's Discretionary Powers the Council awards an increased Redundancy Payment</p>

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as follows:

- 1 week's pay for each complete year of service

Service is required to be continuous local government service

Example of the Redundancy Payment calculation

An employee who is 45, their weekly pay is £400 per week and has 15 years complete service:

Step one: 1.5 weeks x 4 years complete service when the employee was 41 or above = 6 weeks

Step two: 1 week x 11 complete years service when the employee was under 41 = 11 weeks

Step three: 6 weeks + 11 weeks = 17 weeks x £400 = **£6,800**

Plus

The additional weeks' pay awarded by Haringey Council

15 weeks x £400 = **£6,000** enhanced redundancy payment

Making a combined **Total redundancy payment of £12,800.**

Redundancy payments are based on continuous Local Government Service including employment covered by the Modification Order. One complete week's absence without payment of National Insurance Contributions constitutes a break in service.

The maximum number of years is limited to 20.

Service for the enhanced compensation payment is not covered by the Modification Order, but is employment defined by the LGPS regulations as either membership or qualifying service. Non LGPS members who otherwise qualify for the scheme are also eligible.

Only employees eligible to join the LGPS can qualify for the enhanced payment whether they join or not.

The enhanced payment is calculated using the same rules on length of service and breaks in service as are applied to the statutory redundancy payment

These notes are for illustration purposes only and cannot be relied on. A redundancy and pension estimate can be obtained using the calculators on Harinet. Developments in employment legislation or case law could affect the rights described.

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PENSION BENEFITS ON REDUNDANCY

QUALIFICATION	PAYMENT
<p><u>Under age 55</u></p> <p>Less than 3 months in the LGPS and no transfer value has been received</p> <p>Not less than 3 months in the LGPS or less than 3 months in the LGPS and a transfer value has been received</p>	<p>Refund of Contributions</p> <p>Deferred Benefits</p>
<p><u>Age 55 and over</u></p> <p>Less than 3 months in the LGPS and no transfer value has been received</p> <p>Not less than 3 months in the LGPS or less than 3 months in the LGPS and a transfer value has been received</p>	<p>Refund of Contributions</p> <p>Immediate payment of LGPS Benefits</p>

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DRAFT REDEPLOYMENT POLICY

Policy History	
Version History	<p>Approved by General Purposes Committee on 29 March 2010, amended by the General Purposes Committee on the 28 October 2010.</p> <p>This version was amended on 26 June 2012.</p>
Summary of Change	<ul style="list-style-type: none"> - Removed from scope: re-instatements from Member Appeals and relegations following a disciplinary, capability or for any other reason under Council procedures. - Placement at one grade up / one grade down has become voluntary. - The Assessment Period has been renamed Trial Period and is now in line with statutory obligations, where it is the employee's right to try out the job and not risk losing a redundancy payment. - The issue surrounding preferential placement due to Family Leave has been updated following recent developments in Case Law.
Contact (job title)	Head of Workforce Development
Implementation date	1 July 2015
Review Date	June 2017
EqlA Date	June 2015
Decision making body & date of approval	Staffing and Remuneration Committee 29 June 2015
Classification	Official
Links and Dependencies to other policies	
Redeployment Policy, Secondment Policy	
Recruitment Policy, DBS Policy	
Related Forms	

Human Resources

1. Purpose

This policy sets out responsibilities that the council has in seeking suitable alternative employment for an employee whose post is made redundant through a reduction in posts or an organisation restructure. It will also be used to seek suitable alternative roles when an employee is unable to perform their duties due to ill health or disability.

2. Scope

This procedure applies to all Council employees, except all staff appointed by schools operating under the Local Management of Schools, who have their own procedure.

The procedure will be varied for certain senior staff to ensure compliance with local government law and JNC conditions of service for Chief Executives and Chief Officers.

The procedure is designed to cover redeployment arising from:

- reductions in posts
- re-organisations of the establishment or structure
- an employees' inability to perform their substantive post due to ill health or disability
- supernumerary employees roles ceasing
- cessation of fixed term or temporary contract, including Graduates and Apprentices
- re-engagement following an Employment Tribunal order

3. Policy Statement and Principles

3.1 Redeployees will have priority to be appointed to suitable vacancies, if they meet the essential criteria in the person specification. A suitable vacancy may be either temporary or permanent. Redeployees may be considered for suitable secondment opportunities or for temporary project work to develop their work experience, which may assist them to secure a permanent position inside or outside the Council.

3.2 The period of redeployment will run concurrently with the Redeployee's contractual period of notice. The Redeployee will be notified, in writing by the My Career team, of the start and end date of their notice period. Details of the redundancy payment to be received will be included in the letter. Apprentices

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and Graduates will enter the Redeployment Pool two months before the end date of their contract.

3.3 Employees who are involved in a re-organisation process will be referred to the Redeployment Pool only when they have been unsuccessful in being placed into a role.

3.4 Redeployees who are selected for a suitable alternative job will have an eight week Trial Period in the new role before they make a final decision regarding their suitability for the role. The Trial Period can be extended by up to a further eight weeks, if necessary, in order to complete training or to enable the Redeployee to experience the full range of duties. The Redeployee must put in writing, to the Assistant Director of the Service that they would like to extend their Trial Period, before the initial Trial Period has come to an end. A discussion with the employee, line manager and the My Career Manager must be had before an extension can be agreed.

3.5 The Council does not protect earnings if an employee is displaced. A redeployed employee will take up the terms and conditions applying to a new post and is not protected from any reduction in previous earnings or benefits.

4. Procedure

4.1 Appointing Redeployees to Vacancies

4.1.1 Redeployees are required to regularly check the My Career portal and the Haringey Council Website to identify appropriate vacancies. The Council will provide Redeployees with the details of all vacancies, which includes posts covered by agency staff, consultants and interims and vacancies advertised either internally or externally. It is the responsibility of the Redeployee to identify suitable vacancies which they feel are suited to their existing skills, experience or knowledge before the closing date specified. Where an individual does not have access to a computer, hard copies of job adverts will be provided on a weekly basis.

4.1.2 The My Career team will also seek redeployment opportunities for Redeployees and notify individuals if a suitable alternative post becomes available.



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4.1.3 A vacancy will only be considered to be a suitable alternative post if it is either the same grade, one grade up or one grade down from the Redeployee's substantive grade. The Redeployee must consider all posts at their substantive grade and it will be a voluntary decision to be considered for posts one grade up or down. If the Redeployee identifies a suitable vacancy outside of this parameter, s/he should notify the My Career team of their interest before the closing date to discuss if an application is appropriate.

4.1.4 An individual may jeopardise their redundancy payment by unreasonably rejecting a suitable position which has been identified as part of this process.

4.1.5 If individuals do not co-operate with the appointments process, a management assessment will be used to assess their suitability for the role. The employee will be given the chance to raise concerns if they feel that the offer of suitable alternative employment made to them is not a suitable offer. Management must respond to their concerns. The Management Assessment consists of two parts - a manager's reference and an assessment against the criteria in the person specification.

The factual manager's reference should be completed by the individual's current manager, using the form at Appendix A, part A. The Role Assessment, at Appendix A part B, should be completed by the manager of the post being recruited to and one other manager who is unconnected with the restructure or a member of HR. The individual's current manager may or may not be the same as the manager conducting the recruitment.

When completing the Role Assessment the manager should use the essential criteria in the person specification as means of assessing an individual's suitability for the post by assessing how each person meets the specification based on their knowledge of the individual.

4.1.6 If the employee fails to accept the offer of employment by not signing a new contract, the contract may nevertheless be deemed to have been accepted by the employee working to the terms of their contract.

4.1.7 To be considered for a vacancy, the Redeployee must complete a Statement in Support of their application, Appendix B, and submit this to the My Career Team by the relevant closing date. The Statement should address the essential selection criteria from the Person Specification, which were identified by the recruiting manager when the vacancy was submitted for advertising.



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4.1.8 The statements will be assessed by the My Career Manager. If there is no evidence that the Redeployee's current or previous skills, knowledge or experience would enable them to carry out the job role, s/he will not be put forward for consideration and will be given feedback. The Redeployee can request a review of this decision by a more senior manager than who made the initial decision. The request for review must be made within five working days of being notified that they will not be put forward for consideration. The more senior manager will carry out the review within ten working days.

4.1.9 Those Redeployees who are considered to be suitable candidates will be either:

- allocated to the post if there is only 1 suitable candidate and a start date for their Trial Period agreed.
- asked to attend a competitive interview where there are 2 or more suitable candidates.

The line manager must accept one of the Redeployees as they have demonstrated they meet the essential criteria required in the person specification.

A Managers assessment, see Appendix A, will be prepared by the Redeployee's substantive line manager and this will be given to the new manager when the Trial Period begins. The Statement will contain information about current work pattern, sickness information and "unspent" disciplinary information. The manager is required to submit the completed statement to the My Career team before the Redeployee begins the Trial Period.

Details of sickness absence may be used to consider past history and to be used by the manager who will monitor absence as per the normal procedure.

4.1.10 If a Redeployee is notified of a post which has already been released for internal advert, and the Redeployee considers it to be a suitable match, he/she can complete an application form and submit this in the normal way, it is the individual's responsibility to make it clear that they are applying as a current Redeployee. Their application will be considered before any other applicants. The Redeployee is also responsible for notifying the My Career team of their application. The decision whether or not to shortlist remains with the recruiting manager.

4.1.11 If a Redeployee applies for or is matched to a secondment opportunity, she/he will be given a temporary variation to contract for the duration of the post. Following the temporary appointment she/he will return to the

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Redeployment Pool. They will then be issued with their period of notice, which will be from the date of re-entry to the Redeployment Pool.

4.1.12 A Redeployee's substantive Service will remain liable for redundancy costs unless the Redeployee is appointed to a permanent job or a temporary job lasting 12 months or more.

4.2 Redeploying to a Temporary Post

4.2.1 If a Redeployee is appointed to a temporary position for one period of 12 months or less, the Redeployee's substantive Service will be responsible for meeting any redundancy costs. However, if one temporary contract lasts for more than 12 months the employing Service will assume responsibility for meeting potential redundancy costs.

4.2.2 If a Redeployee takes on two or more temporary contracts, each individually lasting 12 months or less but where the total time away from their substantive post totals more than 12 months, their substantive Service will remain responsible for meeting potential redundancy costs.

4.2.3 The Redeployee will be withdrawn from the Redeployment Pool for the duration of their temporary appointment and their period of notice will be withdrawn. At the end of the contract the employee will return to the Redeployment Pool. A new letter of notice confirming redundancy will be re-issued, based on the date of re-entry to the Redeployment Pool. Further redeployment opportunities will be sought.

4.3 Bumping Process

4.3.1 A Redeployee can search the Bump Register as an opportunity to be placed into a suitable post, subject to the VR being approved. The Bump Register is a list of jobs taken from where an individual has declared that they would be willing to take voluntary redundancy and be 'bumped' by an otherwise redundant employee. In this case a 'Supporting Statement' must be submitted by the Redeployee, using the form at Appendix B. It will be for the Redeployee to complete the form to highlight how they meet the essential criteria in the person specification. If the Line Manager of the 'bump' volunteer considers that the Redeployee meets the criteria they will be called for interview. If successful at interview arrangements will be made to secure the release of the 'bump' volunteer.

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4.3.2 Redundancy is not guaranteed for the 'bump' volunteer. The criteria in the Voluntary Redundancy Procedure will be applied.

4.4 Fixed Term / Temporary Contract Employees

4.4.1 Employees on fixed term or temporary contracts, with over 12 months service, may enter the Redeployment Pool for the final 4 weeks of their contract or their notice period, whichever is the greater.

Employees on fixed term or temporary contracts dismissed on grounds of redundancy will be eligible for redundancy pay if they have more than two years continuous service, not just service in this post or with Haringey Council.

4.5 Trial Period

4.5.1 The Redeployee has the right to decide if they would like to try out the post being offered before they decide to accept it or continue working under notice of redundancy. The trial period will last for 8 weeks. Depending on the nature and complexity of the job role and the amount of support and training which has been possible to provide during the initial period, managers or the employee can request an extension for up to eight weeks. The request must be put in writing and submitted to the Assistant Director of the Service.

4.5.2 The trial period should be used by the employee to consider their suitability for the post, see Appendix C. The line manager must ensure that the trial is used to identify any training needs and to set targets as necessary. During the trial period the Redeployee will be suspended from the Redeployment Pool. If they subsequently return to the pool, they will be re-instated for the time remaining of their notice period (if any) and their amended last day of service will be notified to them in writing.

4.5.3 Assessment forms must be completed at fortnightly intervals throughout the period, see Appendix C.

4.5.4 The Redeployee must make a final decision regarding their suitability for the role by the end of the agreed trial period. If the decision is that the Redeployee will continue in the role, a variation to contract will be issued.

4.5.5 If the Redeployee considers during the trial that the post is not suitable, he or she must raise this as early as possible during the trial period and must be able to provide evidence to support their claim. Support and development

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opportunities should be given to enable the issue(s) to be resolved but if ultimately this is not successful, a discussion must take place with the My Career Manager to agree a date for the Redeployee to return to the Redeployment Pool for the remainder of their notice period.

4.6 Redeployees who have a Disability

4.6.1 The Council is required to consider making reasonable adjustments to working arrangements for employees who have a disability. In the cases of redeployment due to medical grounds or disability the Occupational Health Service must confirm that any adjustments identified are reasonable and can be implemented in the new role before the placement begins. If there are considerable adjustments which need to be put in place before it begins, a decision must be taken about whether or not it is reasonable to do so.

4.6.2 For Redeployees who have a medical condition or who are considered to have a disability, the Occupational Health Service must confirm that the placement is suitable before the Redeployee begins work.

4.7 Employees on Family Leave

4.7.1 Within the Redeployment Pool employees who are on Family Leave have the right to be offered any suitable alternative post, where their skills and experience are matched to a suitable vacancy. However, only these employees who have already commenced a period of ordinary maternity leave, adoption leave, extended paternity or shared parental leave must be offered suitable alternative employment in preference to any other employee who is similarly affected by redundancy. A failure to do so will make any dismissal as a result of the redundancy programme automatically unfair.

4.7.2 Suitable alternative employment means the work to be done is suitable in relation to the employee and appropriate for him or her to do in the circumstances, and the provisions of the contract as to the capacity and place in which he or she is to be employed and the other terms and conditions are not substantially less favourable than they would have been if the employee had continued to be employed under the previous contract.

In a redundancy situation where an employee is still on any part of their maternity or family leave, he/ she must still be issued with contractual notice and his/her last day of service will be the date on which the notice period ends, not the end date of the family or maternity leave if this is longer than the employee's contractual notice.

4.7.3 The line manager retains responsibility for employees who have been referred to the Redeployment Pool but are away from work during their period



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of notice / redeployment. This includes maintaining regular contact with the employee and ensuring they have access to viewing vacancies.

4.8 Safeguarding Initiatives

4.8.1 A suitable placement may be identified which requires either a Disclosure and Barring Service (DBS) check and / or clearance by any other safeguarding authority. If a DBS is required, this must be completed before the Trial Period begins. A DBS check will be applied for when the Redeployee is identified as a suitable match for the post, following the DBS Policy.

4.8.2 Following the DBS check if it is decided not to proceed with the appointment the Redeployee will be returned to the redeployment register for the remainder of their period of notice.

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Appendix A

Human Resources

MANAGEMENT ASSESSMENT FORM – PART A

To be completed by the employee's line manager.

Name of employee	
Current job title and grade	
Substantive job title and grade	
Service	
Name of manager	

Reference	
How would you rate your employee's performance over the last 12 months? Provide commentary to support your rating.	
Score Exceeded one or more objectives - 5 Met all objectives – 4 Met 50-99% of objectives - 3 Met less than 50% objectives - 2 Did not meet any objectives - 1	1 / 2 / 3 / 4 / 5
Sick Absence	
Number of days absence in last 24 months / number of occasions: <i>Exclude absence relating to maternity. Speak to HR regarding long term spells of absence and disability related absence as each case will be considered individually.</i>	
Details of formal sick absence monitoring:	
Score	



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12 days or under – 3 Over 12 days and under 30 days – 2 30 days or over – 1	1 / 2 / 3
Disciplinary	
Give details of any formal disciplinary action undertaken in the last 12 months	
Score Clear record – 4 Verbal warning - 3 Written warning – 2 Final written warning – 1	1 / 2 / 3 / 4
Total Score:	

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Appendix A

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ROLE ASSESSMENT – PART B

Name of manager of the post being interviewed:	
Name of manager unconnected with the process:	
Rating: Meets criteria = 3, Partly meets criteria = 2, Does not meet criteria = 1	

Person Specification Criterion	Evidence of meeting the person specification criterion	Rating	Weighted criterion <i>Multiply essential characteristics by 2 if they are weighted in the original specification</i>	Total Score
OVERALL TOTAL:				



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Appendix B

Human Resources

Application Supporting Statement

Post applying for:	
Grade:	

Name	
Current job	
Grade	
Are there any changes to your working arrangements you would like to be considered?	
Contact telephone number	
Do you consider yourself to have a disability?	Yes / No

CURRENT / MOST RECENT JOB	
Provide 5 bullet points to highlight your main activities	1. 2. 3. 4. 5.

EMPLOYMENT HISTORY of the last 5 years (only complete if this is relevant to your current application)	
Employers name and nature of business + Dates from/to:	Brief description of the job:


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QUALIFICATIONS & TRAINING

Awarding body or Training organisation	Qualification or certificate	Grade or level or achievement	Date

PERSONAL STATEMENT

Please write a statement explaining how your knowledge, experience and skills, whether gained in or outside work, match those needed for the job you are applying for.

Use the essential characteristics on the Person Specification as the points that you need to address in this personal statement. Please note there is a maximum limit of 600 words.

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SIGNATURE	
DATE	



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Appendix C

Human Resources

Trial Period – Assessment Form

Employee name:	
Job title:	
Line manager:	
Date of appointment:	
Date of review meeting:	
Number of weeks of trial:	
Extended weeks:	

REVIEW RECORD

	Standard met or exceeded ✓	Improvement required ✓	Action planned:
Knowledge and understanding of duties of the post			
Quality/accuracy of work			
Communication skills			
Organisation skills			
Ability to meet targets/deadlines			
Ability to work as part of a team			
Management/supervisory skills (if			


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applicable)			
Other aspects of work			
Training/support/development provided			
Further comments from line manager			
Employee's comments			

Signed by line manager:
Date:
Signed by Employee:
Date:

***A COPY OF THE FORM, SIGNED BY BOTH MANAGER AND EMPLOYEE
MUST BE RETAINED BY THE LINE MANAGER***

Human Resources

DRAFT VOLUNTARY REDUNDANCY PROCEDURE

Policy History	
Version History	No version history available. The current procedure is dated September 2011.
Summary of Change	<ul style="list-style-type: none"> • The role of the Workforce Programme Board is clarified. • The Approval Panel is the AD Human Resources and the Section 151 Officer. • Employees are asked to calculate their compensation payment and to discuss their VR request with their manager, prior to submission. • Confirmation that requests may be deferred. • The opportunity to request a redundancy via a 'bump' is now included • Added in a criterion to reject the VR (e) – this gives the panel the power to refuse a request if unanticipated circumstances justifying a refusal apply. • Strengthened the comment regarding the discretion of the panel to approve the request if there are significant benefits that would flow from the termination.
Contact (job title)	Head of Workforce Development
Implementation date	1 July 2015
Review Date	June 2017
EqlA Date	June 2015
Decision making body & date of approval	Staffing and Remuneration Committee 29 June 2015
Classification	Official
Links and Dependencies to other policies	
Redeployment Policy	
Restructure Policy	
Related Forms	

1. Purpose



Human Resources

This procedure sets out the steps to be followed to manage Voluntary Redundancy within the Council.

2. Scope

This procedure applies to all Council employees, except all staff appointed by schools operating under the Local Management of Schools, who have their own procedure.

The procedure will be varied for certain senior staff to ensure compliance with local government law and JNC conditions of service for Chief Executives and Chief Officers.

3. Policy Statement and Principles

In a situation where there are job losses the Council will look at ways to minimise the number of compulsory redundancies. The council may seek volunteers to apply for redundancy. The Voluntary Redundancy Procedure enables individuals to consider if the time is right for them to move on and explore new opportunities if doing so meets their personal circumstances and the ongoing need of the organisation.

The following procedure sets out Haringey Council's approach to dealing with voluntary redundancies.

A key principle is that employees will need to confirm that they wish to be considered for voluntary redundancy. There is no commitment by the Council to accept any request.

4. Procedure

4.1 To apply for voluntary redundancy employees should first obtain a Redundancy Compensation estimate. If they will be 55 or older by the date of redundancy a pension estimate can also be obtained by using the calculators available on the Intranet at the following link [calculators](#). The employee should discuss the application with their line manager. Following taking these steps the employee must complete a VR1 form and email this to vr@haringey.gov.uk For employees who do not have access to email they should return their form to HR, Alexandra House, 10 Station Road, Human Resources, Level 4, Wood Green, N22 7TR.

4.2 Any monies owing to the Council in lieu of car/personal/travel loans, overpaid salary, outstanding pension contributions or any other monies will be deducted from the redundancy compensation payment.

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- 4.3** HR will provide the relevant Director / Assistant Director with indicative costs concerning the request. The Director / Assistant Director will be required to provide to HR a business case containing a recommendation for each request. Where the Director / Assistant Director considers the employee should not be allowed to leave under the scheme, or that the application should be deferred, the business case will if applicable make reference to the criteria for refusing a request (see point 4.7) or for deferring an application (see point 4.8).
- 4.4** HR will calculate the full costs including capital costs of the employee's request being granted and will forward that information and the business case to the Workforce Board. The Workforce Board will make a recommendation for each request. Where the Workforce Board considers the employee should not be allowed to leave under the scheme, or that the application should be deferred, the recommendation will if applicable make reference to the criteria for refusing a request (see paragraph 4.7) or for deferring an application (see paragraph 4.8)
- 4.5** The decision to accept, defer or reject a request will be made by a panel of senior officers including the S.151 Finance Officer. The decision of this panel is final. The panel will be provided by HR with the VR1, the Assistant Director's business case and recommendation, the full costs of the request being granted and the Workforce Board's recommendation.
- 4.6** Where a request has been approved by the panel, Human Resources will send a letter to the employee terminating their employment. The termination will be effective following the contractual period of notice to which the employee is entitled or from some date mutually agreed between the employee and the Council. Where a request has not been approved by the panel, or the panel has decided to defer the request, Human Resources will send a letter to the employee notifying him/her of that decision.
- 4.7** The panel will have the discretion to refuse a request on one or more of the following grounds :-
- a) The employment of the employee is due to terminate on the grounds of retirement or through dismissal on the basis of conduct/capability/sickness/probation/ end of a fixed term contract or is due to terminate for some other reason.
 - b) The removal of the key skills, knowledge or experience of the employee would impact substantially upon business performance.

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- c) The employee concerned has skills or capabilities known to be in short supply or that are known or are expected to be required within the near future for the organisation.
- d) The ratio of the sum of redundancy costs (redundancy payment, enhanced redundancy payment and capital cost of early release of pension) exceeds 70% of the sum of the costs of the retention of the employee (annual salary, other contractual allowances or payments, on costs).
- e) There are circumstances other than set out in (a) to (d) above that in the panel's opinion would justify the refusal of the request.

Even if one or more of the above grounds applies the panel will have the discretion to approve the request e.g. should there be significant benefits which would flow from the early termination of employment.


4.8 The panel will have the power to defer a request on one or more of the following grounds :-

- (a) The post cannot yet be deleted from establishment and is subject to further planning and consultation.
- (b) The request can be accepted if the employee is replaced by a suitable surplus employee and such an employee has not been identified.

4.9 If the panel decides to defer a request the maximum length of the deferral will be 18 months. By the end of the deferral period the panel will reconsider the request, having regard to an updated business case and recommendation from the Assistant Director, updated full costs of granting the request from HR and an updated recommendation from the Workforce Board. The panel has the power to defer a request on no more than two occasions.

4.10 An employee will be entitled to withdraw their request for voluntary redundancy on giving written notification to Human Resources at any time prior to being sent a letter by Human Resources terminating their employment.



Report for:	Staffing & Remuneration Committee	Item Number:	
Title:	Workforce Plan, MTFS, Corporate Plan – Employee Implications		
Report Authorised by:	Jacquie McGeachie – Assistant Director, Human Resources and SSC 		
Lead Officer:	Amanda Mays – Interim Head of Workforce Development		
Ward(s) affected: None		Report for Key/Non Key Decisions: Non Key	

1. Describe the issue under consideration

- 1.1. The report 'The Workforce Plan – Implications for Employees' was presented to the Staffing and Remuneration Committee on the 16th December 2014. The report included an approach to staff consultation in relation to the headcount implications in the Medium Term Financial Strategy (MTFS).
- 1.2. This paper summarises the feedback from the Trade Unions to the Consultation Paper and the Council's response. The original Consultation Letter can be seen at Appendix A.

2. Background Information

- 2.1. The construction of the Corporate Plan and MTFS clearly indicates a phased approach to the headcount reductions over a three year period and it is important that the Council adopts a consistent, equitable, and transparent approach to its decision making and processes in relation to this matter.
- 2.2. There were two parts to the consultation process.



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2.2.1. Part One

The Assistant Director Human Resources opened a strategic consultation with the trade unions on an organisation wide approach of the potential headcount implications arising out of the MTFS. This part of the consultation included:

- Purpose and reason for the proposal;
- How the organisation will avoid redundancies;
- How the organisation will reduce the number of dismissals, by demonstrating commitment to development opportunities, up-skilling and redeployment;
- Proposed selection methods;
- Proposed method of dismissal, including redundancy calculations.

It also confirmed that the Council would seek volunteers for redundancy as a means to mitigating the need for compulsory redundancies.

This part of the consultation ran from the 17th December 2014 and ended on the 16th February 2015.

This part of the consultation did not cover the service specific details of when the agreed proposals will be implemented. This is subject to consultation at Service Level in line with normal practice as outlined in the Restructure Policy.

2.2.2 Part Two

As detailed in the Restructure Policy Assistant Directors will consult with staff and their representatives on the specific implications for their service, including the actual posts proposed for deletion, the detail of the service review or restructure, the rationale, choice of selection methods (including ring fences) and the timeline, when appropriate.

To ensure legal compliance is maintained the Assistant Director Human Resources will monitor the consultations and number of proposed redundancies across the whole Council.

3. Recommendations

3.1. For the Committee to:

- a) note the content of this report.



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4. Trade Union Feedback

4.1 The original consultation letter issued to the Trade Unions can be seen at Appendix A. Appendix B contains the full feedback received from UNISON and Appendix C contains the full feedback provided by the NUT. The following sections summarise the key issues arising from the trade union responses.

4.2 Policies – It is agreed that all current Council HR policies apply except where amendments are agreed following due process and authorised at the Staffing and Remuneration Committee. The feedback and proposals have highlighted that amendments to the Council's Restructure Policy and Redeployment Policy are required. The VR Procedure also requires updating due to changes in job titles and the process of decision making. These policies will also be submitted at the Staffing and Remuneration Committee on the 29 June 2015. The policy reviews will include the following items - assimilation, assessment, ring fences, selection methods and appeal against redundancy. The Trade Union have requested more resource in redeployment activity and the HR team have requested additional funding to facilitate this through the My Career process.

4.3 Voluntary Redundancy (VR) – The Council wide VR campaign was welcomed by the Trade Unions. VRs will continue to be offered as part of ongoing restructures. A 'bump' register will be established to record details of employees who wish to leave the Council on redundancy terms but whose own jobs are unaffected. This will be regularly reviewed as part of the My Career process. Full equality monitoring, including grade, will be carried out throughout the VR campaign.

4.4 Compulsory Redundancy (CR) – The NUT raised concern at the possibility of CRs and confirmed they would consider balloting for Industrial Action if the Council pursued this option. The Council will take a number of steps to minimise the need for compulsory redundancy, for example redeploying employees into posts currently filled by agency workers and carrying out a Council wide voluntary redundancy options exercise. The three year plan allows the Council to take advantage of knowing where posts are marked for deletion and time to work with employees on their career aspirations. The skills development programme will clearly set out what a number of upskilling requirements and opportunities for staff to participate, for example commercial and commissioning skills and stronger management and leadership capability as well as life skills. However despite all this proactive work there can be no guarantee that all CRs will be avoided in delivering the Corporate Plan and MTFS.

4.5 Redundancy Terms – It was confirmed to the Trade Unions that there are no current plans to amend the redundancy terms. The terms will be subject to normal processes regarding consultation if proposals are made to amend the terms are made.

4.6 Jobs to be advertised externally – The Trade Unions have requested that they are informed about and agree to posts being advertised externally. This is not within the Recruitment Policy and therefore until changes to that Policy are agreed the Council reserves the right to continue to advertise posts externally without seeking



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Trade Union agreement. The Council is keen to redeploy employees within the Council and to minimise the number of posts that are filled externally. The My Career process will be a key feature in this in terms of maintaining a Council overview of vacancies and knowledge of who is in, or soon to be in the Redeployment Pool.

4.7 Skills Development – The Council values the opportunity to continue working with the Trade unions on skills development, including lifelong learning. These offers do extend to the Haringey Council staff that have been seconded to Homes for Haringey. The Workforce Plan does not currently cover staff employed in schools.

4.8 Apprentices – The Council is committed to increasing the number and types of apprentices employed and confirms that the employment of apprentices will not be to substitute for workers who are being made redundant. The Apprentice Framework will also offer opportunities to our existing employees, for example skills and qualifications in Customer Service and Health and Social Care. Apprentices will be employed in areas where the Service is happy to accommodate apprentices relating to an appropriate framework. The framework is a definition of the requirements for an Apprenticeship Programme and includes details of the qualifications needed to be completed, the key skills targets, and any other requirements of the apprenticeship. Each framework includes information on job roles, entry routes, length of the apprenticeships and career paths available upon completion.

4.9 Development Moves – It is confirmed that the current Recruitment Policy will be complied with. The My Career process will include a review of all posts covered by agency workers, interims or consultants when looking at redeployment opportunities.

4.10 Agency Workers - The Council operates in accordance with the Consultant's Policy and in addition has recently introduced a 'Gateway' process. This process requires hiring managers to provide a clear business case and to seek authorisation by completing and submitting the business case before a contract can be offered. This data provided forms the basis of the quarterly Consultants Report to Members, which is also shared at the Corporate HR/TU meetings. This ensures that there are controls in place to monitor the use of consultants and interims in the Council. As stated earlier the posts that agency workers, consultants or interims are employed against will also be regularly reviewed by the My Career process and redeployments will be considered against these posts. Whilst the Council is keen to avoid an over reliance on the use of consultants and interims the current employment market is proving challenging. Examples of where posts are advertised two or three times with no suitable applicants is becoming increasingly common place and this is evidenced by recent roles advertised in Adults, Children's as well as in our support services such as HR. This is an area that will be monitored closely.

4.11 Equality and Inclusion – The Council will continue to provide an overview of the impact of the Corporate Plan and MTFS at an overall Council view as well as providing EQIAs for each restructure / change to service. It is the intention to take proportionate action to mitigate the impact on minority groups. The Equality Audit, commissioned by



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the AD Human Resources will also help identify ways in which the Council can develop a robust action plan in this area.

4.12 Modern Reward Strategy – Since the close of consultation, further meetings have taken place with Trade Union colleagues to better understand that which the Trade Unions would hope to secure from the Modern Reward Strategy. Also to begin to understand how the process can best be managed to avoid the potential negative effect that has been highlighted by the Trade Unions. Whilst it is recognised that the timeline set is challenging and that a considerable amount of work will need to be completed, the timeline itself should be achievable and the degree of joint working that is envisaged with Trade Union colleagues will permit a clear understanding of the issues and how best to resolve differences between us. The concerns expressed about “job families” are understood and the Council will be working with Trade Union colleagues to ensure that there are no misunderstandings. In terms of the flexibility highlighted, it can be confirmed that there is no intention to circumvent the current consultation arrangements. Similarly, discussions will take place to consider suggested changes to existing policies and these matters will be discussed with Trade Union colleagues.

4.13 Workforce Compliance – It is confirmed that no changes will be made to any policies without consultation and approval by the relevant committee.

4.14 Delivery Plan – The Workforce Delivery plan will be amended to include ongoing involvement with the Trade Union.

5. Comments of the Chief Finance Officer & Financial Implications

The Chief Finance Officer has been consulted on the contents of this report and has no additional comments to make.

6. Comments of the Head of Legal Services and Legal Implications

Section 149 of the Equality Act 2010 requires the Council to evaluate the extent of adverse impact of restructures or changes of service on groups of employees and service users sharing protected characteristics such as race, disability and gender. It must consider whether there are any means but which the adverse impact may be mitigated. This duty does not require the Council to take disproportionate action to mitigate adverse impact. Ultimately it is for the Council to decide what weight should be given to the equality implications in the light of all the relevant factors when exercising its functions.

7. Equalities and Community Cohesion Comments

Please see paragraph 4.11 above for comments on equality impact.



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8. Head of Procurement Comments

Not applicable

9. Policy Implication

9.1. Three policies will be amended following this process – the Restructure Policy, the Redeployment Policy and the Voluntary Redundancy Procedure.

10. Use of Appendices

Appendix A – Workforce Plan Consultation letter

Appendix B - UNISON response to the Workforce Plan Consultation

Appendix C – NUT response to the Workforce Plan Consultation

11. Local Government (Access to Information) Act 1985



Appendix A

Workforce Plan Consultation Letter

17 December 2014

Dear Sean

I am writing to provide you with details of our proposals to deliver the significant headcount changes arising from the Corporate Plan and Medium Term Financial Strategy (MTFS). This letter opens the formal consultation on the proposals and is therefore open to comment. This consultation paper includes the high level headcount proposals; the measures for minimising the need for redundancies, selection criteria, details of the severance terms and an outline policy on helping redundant employees obtain training or search for alternative work. There will in addition be a need for consultation arrangements at each service level and this is also described.

1. Introduction

The Corporate Plan sets out an ambitious agenda and one which will require substantial change in delivering it. The Council will be smaller than it is now and we will need a different skills set in a number of areas. The construct of the Corporate Plan and MTFS clearly indicates a phased approach to the headcount implications over a three year period, from April 2015 to March 2018, and it is important that the Council adopts a consistent, equitable, and transparent approach to its decision making and processes in relation to this matter. Our Workforce Plan is about making sure Haringey has the right people in the right posts to deliver the best services on behalf of local people. For your information a full copy of the draft Workforce Plan can be seen at Appendix A.

2. Strategic consultation arrangements

The consultation period will commence on 17th December 2014 and end on Monday 16th February 2015. The purpose of this is to allow you and your trade union colleagues to comment and to make proposals to mitigate the impact of changes on staff and the service.

I will be available to meet with you during this period. In addition any consultation feedback can be emailed directly to me.

Where there is a need to start consultation with staff prior to the 1 April 2015 the consultation arrangements, as contained within the current Restructure Policy, will apply.

I will consider the comments received at the end of the consultation period and will confirm the outcome to you.

3. Headcount Implications

3.1 The MTFS details the implications of the savings required on service delivery and on the Council's staff headcount. Detailed planning on headcount implications has been



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undertaken by each of the senior officers (and their teams) with responsibility for owning the priority outcomes within the Corporate Plan. The Priority Owners have reviewed the way current services are delivered and made recommendations to transform the way services are delivered in the future. In doing this, they have then considered the workforce requirements they will need to deliver their future services so that outcomes are achieved.

3.2 We have arrived at a forecast of the number of posts that will need to be deleted from the Council's establishment, of course subject to detailed consultation at local level. The numbers in each priority are likely to change in the coming months as we consult on the overall package for the three years; however the overall figures are likely to remain broadly similar. Equality impact assessments will be carried out for all initiatives where there is an impact on our headcount.

3.3 A summary of the headcount proposals is listed in the table below. Further detail of each Priority's set of objectives and delivery plan, including the financial implications, is contained within the 'Corporate Planning 2015-2018' Cabinet report presented on the 16th December 2014 and its associated appendices. In addition page 7 of the Workforce Plan (attached at Appendix 1) provides an overview of each priority area.

Area	2015/16		2016/17		2017/18		Total
	Savings	Invest-ments	Savings	Invest-ments	Savings	Invest-ments	
Priority 1	56	0	78	0	30	0	164
Priority 2	88	0	166	0	29	0	283
Priority 3	1	1	1	0	8	0	9
Priority 4	1.5	5	0	0	9	0	5.5
Priority 5	0.5	0	2	0	9.5	0	12*
Enabling (BIP) Subject to IT Investment	42	0	16	0	17	0	75
Enabling (CST) Subject to IT Investment	52	0	32	0	1	0	85
Grand Total	241	6	295	0	103.5	0	633.5

** This figure does not include any implications for staff funded via HRA (Housing Revenue Account)*

3.4 As at November 2014 the Council's headcount position is shown below, this excludes school based employees. The table highlights those who are employees of the Council



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on a mixture of permanent and temporary contracts. The workers who provide the flexible elements of our resource plans are included in the second part of the table.

Employees	Headcount	FTE
Permanent Contracts	2705	2399.64
Fixed and Temp Contracts	103	70.82
Teacher (permanent contract)	10	8.8
Total	2818	2479.26
Flexible Resource	Headcount	FTE
Casual Contracts 'as and when'	239	237.31
Agency Workers (average over last 12 months)	360	360
Total	599	597.31

3.5 The Council will take a number of steps to minimise the need for compulsory redundancy, for example redeploying employees into posts currently filled by agency workers and carrying out a Council wide voluntary redundancy options exercise. The three year plan allows the Council to take advantage of knowing where posts are marked for deletion and time to work with employees on their career aspirations. The Skills for the Future will clearly set out what a number of up skilling requirements and opportunities for staff to participate, for example commercial and commissioning skills and stronger management and leadership capability.

4 Measures for minimising or avoiding compulsory redundancies

4.1 As stated earlier it is our aim to mitigate the need for compulsory redundancies. We aim to do this in a number of ways.

4.2 Temporary / Fixed Term Contracts – As at November 2014 the Council employs 103 staff on temporary or fixed term contracts. As our staff voluntarily resign, retire or leave the Council we will consider how best to replace them. In some cases we will hold the vacancy and redistribute work however where there is a need to fill the post it is likely that we will recruit on temporary basis so that the contract can be terminated appropriately, which will provide flexibility. We will always consider the cessation of temporary or fixed term contracts in preference to making a long term member of staff redundant, however this will be carried out in line with our commitment to comply with the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (as amended).

4.3 Agency Workers – Our aim is to restructure the Council to meet the needs of the service without an over reliance on the need for agency workers. At the end of the three year plan the Council anticipates that the number of agency workers will be significantly reduced. We may in the short term increase the use of agency workers in preference to long term or temporary contract recruitment. This allows significantly more flexibility in the workforce. Agency workers may apply for internal vacancies, as permitted by the Agency Worker Regulations 2010. However substantive employees of Haringey Council will be considered for appointment, where they meet the required



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standard, in advance of agency workers and subject to this not being in breach of the Regulations.

4.4 Voluntary Redundancy (VR) – There will be an opportunity for employees to express a preference for VR. We would encourage anyone interested in voluntary redundancy to make an application. This may help us to redeploy staff into jobs who may otherwise be at risk of compulsory redundancy. As per the VR Procedure employees will not be granted VR if:

- If the employment of the employee is due to terminate through dismissal on the basis of conduct / capability / sickness / probation or similar reason.
- The removal of the key skills, knowledge or experience of the employee would impact substantially upon business performance.
- The employee has skills or capabilities known to be in short supply or that are known or are expected to be required within the near future for the new organisation.
- In addition VR may not normally be offered if the ratio of the sum of redundancy costs (redundancy payment, enhanced redundancy payment and capital cost of early release of pension) exceeds 70% of the sum of the costs of the retention of an employee (annual salary, other contractual allowances or payments, on costs). Should there be other significant benefits which would flow from the early termination of employment; an application may still be considered.

5 Selection criteria

Where a service is restructured or undergoing change the proposed recruitment methods to roles that will exist in the service going forward are detailed below.

5.1 Assimilation

Each post in the existing structure will be reviewed individually. Where there is a skills and substantive grade match to a post in the new structure, and the post has changed less than 25%, the current job holder will be assimilated into the role, however this only applies where the number of roles remains the same or has increased. All employees, even where they have been assimilated, will be required to go through the assessment process as detailed below; however this will be for development only.

The assessment process will focus on the key skills required in the new role and the process will also help identify development areas. No assimilated employee will be deselected as a result of the assessment process.

5.2 Open/Closed Ring fences

Ring fences will be considered for all roles in line with the Restructure Policy. Both open and closed ring fences will be applied.



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5.3 Assessment

- 5.3.1 Assessment, by interview, will be used when there are open ring fences. It will also be used where closed ring fences have been defined and there are fewer posts than current employees and the new roles are broadly similar to the existing roles. All relevant employees will be invited to apply for a post in the new structure.
- 5.3.2 Interviews may be restricted to jobs & employees falling within a defined ring fence. Employees will be asked to complete the Restructure Application Form, to highlight how their skills and experience meet the requirements of the person specification, as read in light of the job description.
- 5.3.3 The information given on the application form will be used to provide a basis for the interview and could also be used for short listing purposes, if applicable. The interview panel should ideally be balanced in terms of sex and race and comprise at least 2 managers (one should be the manager of the post(s) being interviewed for and the other should be a more senior member of the section or a manager unconnected with the restructure).
- 5.3.4 Before an assessment interview takes place, the managers conducting the assessment will have created objective selection criteria and defined the standard which must be met. This may include weighting certain elements that are considered essential for the role based on the person specification. The final score will determine those who are successful in being offered a post in the new structure and those who will be referred to the Redeployment Pool.
- 5.3.5 All paperwork will be kept confidentially and securely by the line manager for a period of 6 months from the date of the implementation of the new structure.
- 5.3.6 Job Relevant Testing may be used alongside an interview. Tests which are used must be relevant to the job and be fair to all those taking the test. Tests which give additional information include in-tray exercises which can test the employee's ability to prioritise a range of work; they can also test the employee's written communication skills. Tests which assess specific knowledge which may be required in the new posts can also be used; these may include multiple choice type questions or straight text answer questions. This type of format can be useful in assessing existing knowledge or to help determine future development needs.
- 5.3.7 Presentations can also be used when the skill is relevant to the post. A restructure will mean a change in the way of working or in the work being done and asking employees to share their thoughts on how they will work in the new format can be useful in determining how far someone has understood the new role and way of working.

5.4 Jobs to be advertised

Jobs remaining unfilled in a selection process or when functions are changing or work is being organised in a different way and there are new posts which need to be filled



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will be initially advertised to the Redeployment Pool and then internally. Where it is considered that due to a specialist nature or skill that advertising internally is unlikely to find a suitable person external advertising will take place concurrently.

5.5 Appointment Principles

5.5.1 Unplaced employees will join the Council's Redeployment Pool and be supported in seeking an alternative role. We are committed to helping staff to develop their careers within Haringey. Once in the Redeployment Pool staff will be notified in advance of posts being advertised. They will also be told, wherever possible, some months in advance if their post is at risk of being deleted and this will give the employee an opportunity to learn new skills to be in a better position to find a new job. This may also include support in CV writing and interview skills.

5.5.2 Assimilated employees and those involved in a closed ring fence can still apply for other advertised roles.

5.5.3 Unplaced employees will be considered for placement to vacancies at their substantive grade, in preference to any other interested employee, providing they meet the essential criteria in the person specification as read in light of the job description. To be considered for placement unplaced employees must express an interest for the role and apply for it.

5.5.4 All appointments will be made at the end of the assessment process by the relevant Assistant Director supported by their HR Account Manager.

5.5.5 Where there is more than one equally suitable candidate for a role, following assessment, the decision to appoint will be made looking at previous performance appraisal data and the sick absence record, excluding any absences relating to disability or maternity.

5.5.6 Some appointments to advertised roles may be made on a temporary basis to support the transition to the new structure. This will be notified and discussed with any affected employee prior to them taking up their new appointment. At the end of the temporary role the employee will revert to their substantive grade, where applicable, and be redeployed at that grade.

5.5.7 Interim roles will not be included in the new structure and will only be retained where it is necessary to retain their skills to support the transformation being undertaken.

5.5.8 Where an employee is unplaced he or she will be able to appeal the decision to be made redundant. The draft process to be followed can be seen at Appendix B. This is subject to approval by the Staffing and Remuneration Committee and it is intended to be taken to that committee on the 30th March 2015.



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6 Details of the severance terms

The current Haringey Council's calculation for redundancy and pension benefits on redundancy can be seen at Appendix C. These terms will apply to all redundancies, whether on a voluntary or compulsory basis, unless and until the Council agrees otherwise.

7 Policy on helping redundant employees obtain training or search for alternative work.

We recognise that this will be a time of uncertainty and we will offer ongoing support, through dedicated communications and supporting workshops. We aim to ensure that staff who leave the Council will be ready to find alternative employment, confident that they have good career opportunities ahead.

The Haringey Academy will be offering opportunities for skills development to meet the future need for skills in the Council and for finding new roles externally. Some of the generic skills development areas include:

- Commissioning
- Commercial awareness
- Customer relationships
- Insight from data
- Prevention and early help
- Project and programme management
- Relationship management, including partnership

The Workforce Plan has an overarching view of the Council and the headcount implications. This enables the Council to address organisation wide opportunities, challenges and implications. As the Council knows where the headcount reductions are likely to be over the life of the three year plan it can work with individuals to review their career aspirations and development needs. Help with CV writing and interview skills may also be provided.

Further detail on the support that will be offered will be provided in the New Year.

8 Implementation of initiatives in Corporate Plan – service consultation arrangements

This consultation process does not preclude the need for services to consult with the trade unions and their employees on the specific detail of changes to their workforce. Services will provide in their individual consultation letter:

- reasons for the proposed redundancies
- numbers and descriptions of employees affected
- the total number of employees of any such description

Staff and union representatives will be given the opportunity to comment on the proposals during the consultation period prior to the changes being formally approved. The purpose of consultation is to allow unions and staff to make suggestions or proposals to mitigate the impact of changes on staff and therefore avoid redundancies.



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The following will be included in this consultation exercise and therefore not included in the individual letters:

- proposed method of selecting the employees who may be dismissed
- proposed method of carrying out the dismissals
- how redundancy payments will be calculated.

All services will run supporting workshops for their staff in a consultation exercise and individual one to one meetings will be available with line managers.

9. Further information

I enclose the following information:

- Appendix A – Workforce Plan
- Appendix B – Appeal process for Selection for Redundancy. This process will need to be approved by the Staffing and Remuneration Committee.
- Appendix C - Haringey Council – Redundancy Payments and Pension Benefits on Redundancy

I look forward to hearing your comments before the end of consultation on the 16th February 2015.

Regards

Jacquie McGeachie
Assistant Director, Human Resources

Copies to:

Sean Fox, Joint Branch Secretary & Employee Side Secretary
Gerard McGrath, Joint Branch Secretary, UNISON (Local Government Branch)
Chris Taylor, Asst Branch Secretary, UNISON
Paul Travers, Regional Officer, Unite the Union
George Sharkey (external) GMB Branch Secretary Officer
Niall O'Connor, Temporary Branch Secretary & National Executive, NUT
Joan McVittie, ASCL
James Lane, NASUWT



Appendix B

UNISON COMMENTS ON THE WORKFORCE PLAN (16 February 2015)

1 Introduction

These comments represent the position of UNISON. However, as Employee side Secretary I have received no additional feedback from UNITE or GMB. We are sharing our response with both Trade Unions and inviting them to endorse its principles, both in terms of the policy changes agreed in principle to date, and also in terms of the broader comments made.

UNISON remains angry and concerned at the level of cuts proposed over the next three year cycle. While we recognise that the Council is suffering a reduction in funding estimated at £70 million over the next three years, we believe the decision to set a three-year budget is wrong. In doing so, the Council is unequivocally accepting the austerity agenda of the Con-Dem government, and is accepting without question the notion that these savings can actually be delivered over the next three years. As this is a Council led by the party of the official opposition, we would hope for and expect more creativity and opposition rather than attacks on services for the elderly, the vulnerable and young people in our community. We find it impossible to reconcile this reality with the “better Haringey” rhetoric that is contained in both the Workforce Plan and the MTFS. While Haringey may be better for some in three years, it will not be better for those in most need of support in our community. It will also not be better for the estimated 633 staff who will potentially see their livelihoods lost. Many of these staff will find themselves in the benefits system. In the case of social care staff, many will be forced into roles at minimum wage levels and with zero hours contracts and poor terms and conditions. We have a right to expect better and so do they.

We are particularly concerned that the proposed cuts disproportionately affect staff who are black (BAME), who are disabled, and who are female. The council needs to work to minimise redundancies and to ensure that the diverse workforce, of which we have all been historically proud, does not become less diverse. The EQIA highlights the very real concerns in this regard.

We have had useful negotiations with management on the Workforce Plan during the consultation period, and we have reached agreement on a number of matters. These are noted within this response.

Trade union consultation letter

As a general principle, all current council policies should continue to apply, except where otherwise stated (and subject to agreement by Staffing and Remuneration Committee).

4.2 The jobs that are covered by agency workers should be regularly reviewed to see if any displaced employees could be appointed to them, even on a short-term basis. *Agreed 30/01/2015.*

4.3 We welcome the commitment to issue a general call for voluntary redundancy. Further comments on this are contained in the section on the workforce plan document below.

5.1 We do not agree to the proposal that employees will only be assimilated into a post in a new structure if the post has changed less than 25%. The wording in the current Restructure Policy should apply. *Agreed on 30/01/2015.*

The proposed assessment processes for assimilated staff should be termed “development assessments” and should take place after the selection process. *Agreed on 30/01/2015.* The principles of this could be



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broadly in line with support and development that is provided when existing council employees move to a different job.

5.2 As part of the discussion about ringfences, we have looked at cascading. We believe that we can reach agreement on this, and we are waiting for the wording of a proposed policy from management. Currently, employees who are not successful in one ringfence can be considered in the ringfence below, as long as this is not more than one grade below their substantive grade. Assuming we can reach agreement on the one grade up/down principle as explained in the comments on paragraph 5.5.3 below, then cascading will become voluntary anyway, as it will no longer be the case that anyone can be forced to go down a grade. We believe that an employee should only be allowed to cascade down to the next ringfence if this will not cause anyone who is already in that ringfence to be displaced.

Assessment periods have also been discussed as part of these negotiations. These are part of the Redeployment Procedure and there is a proposal to extend them to the Restructure Policy. We will not accept the existing assessment period process from the Redeployment Policy being inserted into the Restructure Policy. However, where jobs have changed to some extent in a restructure, we would support an employee having an assessment period during which they can still choose to opt for redundancy if they decide that the job is not right for them. In essence, this is the same principle as statutory trial periods.

5.3 This section seeks to prescribe the selection methods that will apply in all restructures. It is confirmed in paragraph 8 that this is the case, as it specifically says that proposed methods of selection will not be covered in individual restructures due to them being consulted on as part of the Workforce Plan. We object to this, as it does not comply with the Restructure Policy and it is inflexible. The selection methods for each ringfence should be a matter for consultation at a local level, as and when each restructure arises. Selection methods should be proportionate to and appropriate for the circumstances of each ringfence. For example, a simple reduction in posts at a lower grade is likely to require a less onerous selection process than new posts being created at a senior level.

Consideration should be given to using supporting statements as well as interviews. This is likely to be fairer to employees who are not strong performers in interviews.

5.4 We need to be informed when a job is going to be advertised externally, and this needs to be agreed by us.

5.5.3 The proposal that staff can only be redeployed to posts at their substantive grade is a departure from the current procedure, which states that they can also be redeployed to posts that are one grade up or down. We believe that the provision for staff to go up or down one grade should remain, but that both should be purely voluntary. Although this paragraph refers to redeployment, this principle should also apply to ringfences. We have discussed this with management, and believe that we can reach agreement.

5.5.5 When there is more than one equally suitable candidate for a post, diversity should also be a factor to be considered. For example, if there is an equally suitable man and woman, and females are under-represented, the woman should be appointed.

7 We welcome the commitment to helping staff to develop skills for the future, particularly if they are facing redundancy. However, the skills development areas listed seem to be higher level and largely aimed at more senior staff. Functional skills (also commonly referred to as skills for life or basic skills) should not only be included in this programme, they should actually form the centrepiece of it. This includes literacy, numeracy and IT skills. This is not to suggest that only lower graded staff need such training, or that it should only be offered to them, but there is evidence that they are more likely to benefit from it.

Appendix B – Appeal against selection for redundancy

We welcome this proposal. We have had some discussions about how the appeals will work in practice, and we are waiting for further details from management about this.



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Workforce Plan document

Skills for the future

As we have already stated, we welcome the commitment to upskilling existing staff and enabling them to continue in new roles within the Council. Unfortunately, for many the staff “offer” will consist of privatisation or redundancy.

We have had useful discussions with both CHENEL and HR about skills for life and other entry level training that can play a vital role in this upskilling. However, we must emphasise that the Council, from Leader and Chief Executive to all management levels below, needs to be genuinely committed to delivering this programme, and they need to be prepared to put resources into it. All too often our experience is that good intentions for frontline staff are forgotten in favour of courses for those who are higher paid. It must be made clear to managers that skills for life is backed at the highest level of the organisation and that staff will be released to attend necessary courses to improve their prospects whether in Haringey or elsewhere. The Trade Unions have long been leaders on delivering and supporting such training and we need to be treated as equal partners in this work.

We would also like to see an extension of skills for life to staff in Unified Housing who are employed by Homes for Haringey currently, and also to support staff employed in schools, who are often ignored when it comes to training and development.

We welcome commitments on apprentice roles being expanded and developed under the Haringey Academy programme, but seek an assurance that such posts will not be used for the purposes of substitution for workers who have been made redundant. Trade Unions will want to be consulted on development of the Haringey Academy and to be involved in identifying how we retain apprentices who start with us.

Early Interventions

We note the comment made on reviewing redundancy pay. We have made it clear in meetings with officers and councillors, as well as at Council committees, that we will not tolerate any attempt to weaken the current redundancy scheme. In particular we are opposed to any suggestion that we might start this process with one scheme and end it with a worse one, leaving those who are made redundant facing a lottery on what redundancy pay they might expect. Any attempt to cut the redundancy terms at a time of mass job losses is simply unacceptable and no reasonable employer should be contemplating it. We seek an absolute assurance that the current full redundancy terms will remain available for, as an absolute minimum, the lifetime of the current brutal and sustained attacks upon jobs and services.

We have had useful discussions about the format of the potential voluntary redundancy offer and would wish to continue these. Learning the lessons from the previous exercise in 2010-11 is important, particularly in respect of managing expectations and giving people clear timelines for responses. The concept of bumping also needs to be explored and made more transparent and this will require an element of creativity on the part of HR and managers. The Trade Union position remains that as far as is practicable those who wish to opt for VR should have their requests facilitated and that there must be a presumption that the main aim is to avoid compulsory redundancies. This will need to include consideration of moving displaced employees (with their consent) to posts which are not redundant but where the current postholder wishes to be released on VR. Early discussions have suggested that some form of “bump register” may be useful in doing this.

We have suggested that VR requests and their outcomes need to be monitored against the protected characteristics and grade bands. *Agreed on 30/01/2015.* This proposal arises from a perception that on occasion some staff were unfairly refused release whereas higher paid staff were granted it.

We would like to see the proposed letter to staff in relation to VR, in advance of it being sent to them. We would also like to see the proposed process for managing VR applications. This is because we are likely to receive a large number of queries from our members once the letter is issued, and having being able to view these documents will assist us in dealing with these. *Agreed on 30/01/2015.*

Development Moves



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There is no objection to what we believe is the intention behind this proposal, but the Council must continue to comply with its own recruitment and secondment policies. Any such development moves also need to include an immediate review of the level of consultants and agency staff used across the organisation. It is simply disgraceful that the Council is currently spending £5 million pounds a year on consultants and interims. Each and every one of these arrangements needs to be scrutinised and challenged. While doing so, the Council should seek absolute declarations from those engaged either via the Hayes Contract or the supplier framework for consultants that they are not engaging in tax avoidance or evasion, including any arrangements which while lawful are morally questionable. It should be recognised that the consequences of such evasion leads to greater holes in the national finances, leading to more cuts in our vital services. The Council cannot justify the “don’t ask, don’t tell” approach which UNISON identified in a recent FOI request to the council, which is reproduced below:

Q: How does the council ensure there are no conflicts of interest where managers are engaging consultants (specifically in terms of a requirement to declare any prior relationship working or personal with the individual being engaged as a consultant)?

A: Each Consultant/Interim is asked by their line manger to complete a Declaration of Interests Form.

Q: Steps taken to ensure consultants and agency staff are acting in accordance with HMRC guidance on self-employment.

A: The Council has a framework contract for the supply of Consultants or Interims and hiring managers are aware that individuals should be contracted via one of these agencies.

Q: Council policy (and enforcement approach if relevant) in respect of agency or consultant staff being engaged (whether directly or via agency vendor) who make use of personal service companies or other measures to minimise payment of income tax.

A: Consultants and Interims are contracted via a framework agency, the contractual relationship each person has with the agency is a matter for them.

Intelligent Resourcing

We are concerned that this innocent sounding euphemism should not be used as a cover to recruit yet more agency workers and interims. We believe that in the current climate any such proposals should include consultation with the Trade Unions as well as relevant senior officers. Under the redeployment policy, temporary posts and interim posts are available to potentially redundant staff, and thorough and validated checks of the existing workforce for skills matches must take place in advance of any recruitment to such posts. This links closely with the principle of developing our workforce and upskilling them.

Haringey Academy

As we have noted, we are supportive of the proposals for apprentice schemes and welcome Staffing and Remuneration Committee’s improvements in respect of the London Living Wage for these posts following UNISON’s deputation on the issue. We seek a commitment to regular and ongoing consultation on the outcomes from the programme.

We note the commitments around training and development and we would wish to work with the Council to turn these from good ideas into clear and well thought out proposals. We seek an assurance that we will be involved in the engagement processes outlined in this section. In particular we are keen to ensure that culture change is not used as a tool to “persuade” individuals that it is time they “moved on”. Staff engagement is an important part of the process, but so is consultation and negotiation with Trade Unions on any proposed changes to policies and procedures which cover these matters, such as performance appraisal.

Motivation in the workplace arises from a combination of factors. Feeling valued is a key one, but so is job security, which nothing in this Workforce Plan can really address. This work needs to deal with and offer



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solutions to what is often known as “survivor’s syndrome”; in other words ensuring that those who remain with the authority are supported through the challenges of being in this position.

Equality and Inclusion

The Council’s own EQIA notes that these cuts will have a disproportionate effect on staff who come under one or more of the protected characteristics. The Council needs to ensure that all recruitment and selection processes are robust, and must carefully monitor these for early indications of disproportionate dismissals of staff in these groups, where ringfences are used. It should also ensure that training and development support is given as an early intervention in areas of the Council where staff who fall within the relevant protected characteristics are over-represented.

Modern Reward Strategy

In December 2014 UNISON made representations to Staffing and Remuneration Committee on this project. Our view was that it is a distraction rather than an aid to the challenges Haringey faces. We were also specifically concerned that the uncertainty arising from any proposal to review terms and conditions will have a negative effect on the engagement and motivation of the very staff Haringey needs to deliver change.

To date, we have had one meeting about the modern reward strategy, but a significant number of further meetings will be required, along with detailed and meaningful negotiations on the Council’s aims and objectives in terms of this proposal. We are clear that any changes cannot negatively affect staff pay, nor should they be used to introduce so-called “flexibility” to the point that the job families can be used to justify staff being asked to carry out tasks that are well outside their current roles. Bullet point 3 on page 24 highlights exactly the sort of concern we and our members have about job families, as it implies that the modern reward approach will allow the Council to move people without meaningful consultation and possibly against their will. We would view such an approach as undermining the existing protections that staff have in their contracts and as cutting across the collective agreements the Council has with the Trade Unions.

Another of our key concerns is that the timeline set aside for this detailed piece of work is too short. Changes such as this require a great deal of preparatory and analytical work, as well as buy-in from the workforce. Most importantly of all any changes must be negotiated and agreed with the recognised Trade Unions. We view negotiation as being distinct from consultation, although we appreciate that the latter word may have been used in the legal sense.

Workforce compliance

Describing the need for staff and managers to be “compliant” may easily be mistaken for meaning that staff are expected to simply do as they are told and to follow instructions. We recognise this may not be the intent, but language is important in documents such as this. Ironically, there is no mention of Trade Union involvement in this section of the Workforce Plan, despite the fact that as part of collective bargaining we would be key to delivering changes to policies and procedures affecting staff, for example. While there is a reference to legal compliance, we wish to make clear that we will not agree to or tolerate any reductions in existing rights and protections, including by citing statutory minimums.

Delivery Plan

We would suggest that this is amended to include specific reference to Trade Union involvement and the stages at which this will occur. This is something we are happy to discuss further. Specifically, we need to better understand the intention, scope and content of a number of the key deliverables, and also our role in these. We note the reference to an enhanced redeployment process, but we view this as a matter for negotiation and agreement. We certainly have views on how effective the redeployment process is and how it might be made more effective. This needs to include dedicated resources and regular monitoring.

Sean Fox

UNISON Joint Branch Secretary and Employee Side Secretary

C.c

Gerard McGrath – UNISON Joint Branch Secretary

Christopher Taylor – UNISON Assistant Branch Secretary Corporate



Haringey Council

Flora Onwukwe – UNISON CYPS Convenor
Andrea Holden – UNISON Assistant Branch Secretary CYPS
Pat Forward – UNISON Schools Convenor
Helen Steel – UNISON Joint Place & Sust Convenor
Jayesh Mistry – UNITE
George Sharkey – GMB
Steve Sweeney GMB
Julie Davies & Niall O'Connor NUT
Cllrs Arthur, Meehan, & Kober
Nick Walkley Chief Executive



Appendix C

NUT Response to the Workforce Plan Consultation (17 February 2015)

Response of the National Union of Teachers - Haringey Division

The NUT has not had a chance to respond and were not included in the consultation until Deputy Secretary Niall O'Connor received a copy of the plan on February 10th and passed it to me. This week is half term. As I am also secretary to the Teachers' Panel, I will have to consult members of other teaching unions next week and so this is a both a holding response, and a response which comes from the NUT alone.

There are NUT members in Children's Centres, Pendarren and the Youth Service. These are vital services for the poorest and most vulnerable children and young people and we deeply resent some of the public comments made by local politicians about their quality. In a succession of clumsy attempts to justify cuts, some local councillors have announced, inter alia, that the Youth Service is little used and that our award-winning Children's Centres are poor quality. This was an amateurish and shameful political position to take, as well as an inaccurate one.

When £70,000,000 of cuts are made, they will not bring improvements, as some of these politicians have suggested; they will bring decline and misery for our youngest, our oldest, our weakest and our citizens who most need council support. Articles such as this one (<http://www.progressonline.org.uk/2015/02/04/leading-from-the-front/>) which presents the proposed cuts as an 'opportunity rather than a disaster' and which celebrate the authority's role in 'making our contribution towards reducing the national deficit' do nothing to allay our members' fears that the council has no understanding of the impact of their decisions. This has been compounded by well publicised suggestions that parents and carers should receive Children's Centre services in supermarkets or that residents on care packages, with critical and substantial disabilities, amuse themselves by going to the theatre.

We believe that there was a case in this financial year for dipping into reserves (which have grown in the past two years) or for raising council tax. These measures are there for a rainy day and it is raining very hard indeed. There is also no need to set a three year budget when this year's settlement was for one year and we have every reason to believe that a fresh government elected in a few weeks' time would want to redistribute resources for the benefit of boroughs like ours. In our view, the insistent setting of a three year budget represents the sort of mean-spirited defiance which has come to characterise this administration. We are also shocked by the amount of money being spent on consultants and interim appointments through arrangements which are not subject to PAYE.

Our leaders portray all these moves as pragmatism and they say they are inevitable. Maybe they are right. However one cabinet member could be seen from the public gallery on the night of the cabinet meeting, playing games on an Ipad. Another told a recent meeting of vulnerable residents and their carers that they should 'get real.' In all the years that we have been responding to budget setting, including 2011 when Cllr Kober marched with the unions and addressed the rally outside, condemning government cuts, we have never seen them proposed by politicians who behave like this.




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No NUT member in Haringey has ever been forced to accept compulsory redundancy. This a record we would defend in the customary ways beginning with consultation on redeployment and redundancy through voluntary means. We would always seek to avoid industrial action but should it become necessary, we would not hesitate to ballot. Our members have already this academic year been forced to demonstrate their resolve to exercise their rights and to protect others. It has been disappointing to have to remind the council of the power of our union, but NUT members would do so again, such is the strength of feeling among our members about the actions and attitude of this council.

It is also time for the council to take a more mature approach to employee relations than it has in recent months when it ignored our threatened strikes until after they had taken place and closed two large schools for several days. It would be very rash indeed to underestimate strength of feeling on this issue alone.

Julie Davies
Division secretary
Haringey NUT



Report for:	Staffing & Remuneration Committee – 29 June 2015	Item Number:	
Title:	Workforce Data – January to March 2015		
Report Authorised by:	Jacquie McGeachie Assistant Director Human Resources 		
Lead Officer:	Carole Engwell, HR Quality Assurance Manager		
Ward(s) affected:		Report for Key/Non Key Decisions:	

1. Describe the issue under consideration

The report provides the Committee with data regarding the workforce (including non-employed workers), absence rates and equalities data for the period January to March 2015.

2. Recommendations

The report is provided for information and for the Committee to note.

3. Workforce Summary

- 3.1 A dashboard showing a snapshot of the organisational profile at the end of March 2015 is attached at Appendix 1. The dashboard shows that the council headcount has remained stable over the past year. This trend is unlikely to continue during the coming months as the workforce will reduce in line with the requirements set out in the Corporate Plan. The Workforce Plan sets out the way that we intend to create an agile workforce with the new skills that will be required to meet future demands in the areas of commerciality, customer services and improved methods of working with our local community.
- 3.2 The number of formal action cases has been largely unchanged over the period. There were twenty nine live disciplinary cases at the end of the quarter, a



Haringey Council

reduction of seven cases since the end of December 2014. Although the average resolution time has dropped by five working days, the length of time taken to resolve a case is always likely to vary slightly between quarters dependent upon the complexity of the case and the availability of managers to both investigate and to hear the case.

- 3.3 A number of grievances received this period has remained static when compared to the last period. Of the twenty six new grievance cases that were received twelve were resolved during the reporting period.

4 Agency and Consultants Information

- 4.1 There are specific definitions used in the Council to denote the difference between an agency and a Consultant -

- **Agency worker:** paid on an hourly rate, generally below senior manager level
- **Consultant:** paid a daily rate, providing work at a senior level. The worker may either be providing expertise to a corporate transformation project or may be providing additional support to the business during a time of change. All Consultants are supernumerary.
- **Interim:** paid a daily rate, providing work at a senior level, covering a vacant post on the establishment.

- 4.2 The end of the calendar year is a clear end date for the completion of a contract and it would not be unusual for the numbers of agency workers and Consultants/Interims to reduce at this time. However, this reduction is often offset by an increased number of new projects starting during the first quarter of the year and this trend is reflected in the data below.

- 4.3 The details regarding spend at the end of the current and previous quarter on non-employed workers is summarised as follows:

	Agency workers	Consultants (established vacancies)	Consultants (Supernumerary – either Transformation projects or Additional support)
December 14	£1,564,977	£80,552	£877,917
March 15	£1,891,689	£45,816	£829,548

The number of live contracts at the end of each quarter is summarised as follows:

	Agency workers	Consultants (established vacancies)	Consultants (Supernumerary)
December 14	374 fte	24	34
March 15	391 fte	36	31



- 4.4 The number of Consultants/Interims covering an established vacancy has increased by 13 people during the January – March period compared to the previous three months. This may be accounted for by an increase in reporting of information by line managers or as a result of turnover or planned recruitment for the new year. Overall, the number of Consultants covering either an established vacancy; working on one of the corporate transformation projects or providing additional senior support to a specific business area increased by ten people at the end of March compared to the number of contracts that were live at the end of December. Details of current contracts are given in Appendix 2.
- 4.5 New information added this quarter includes a RAG status on the Established Vacancy tab, indicating the financial value for money provided by Interims covering an established vacancy. Nearly 42% of Interim workers show a net cost of less than £15,000. Further work will be done to provide the Committee with additional information regarding value for money and this will be provided in the report for the September Committee.
- 4.6 Towards the beginning of the current quarter, Assistant Directors were asked to review the number and scope of their non-employed workers. This review is progressing and details will be provided in the next report.
- 4.7 Details of the current process for engaging an agency worker, a Consultant or an Interim are given at Appendix 4.
- 5 Sickness Absence Data**
- 5.1 Sickness data is monitored over a rolling year in line with the Council's Sickness Absence Policy. The policy sets a trigger point of six days absence in a rolling year before management action is taken. The trend over the last year when compared to the previous year is one of reduction albeit slight. Details of the key areas are shown below.

	February 2015	February 2014	Reduction
Average cost to the council	£1,919,402	£2,209,778	£290,376
Average no. of sickness per employee during rolling year	8.07	8.57	0.5 per employee
Headcount	2330.6 fte	2404.7 fte	174.1 fte



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- 5.2 A graph that shows the number of day's absence per employee on a month by month basis over the past twelve months is given in Appendix 3. Members of the Committee are asked to note that before February 2014 the rolling year data did not include leavers and this artificially lowered the data. Data for leavers from March 2014 onwards has been retained in the overall figures; as a result data increased sharply between February and March 2014. It can be noted however, that the work carried out by individual business unit managers with the support of HR Business Partners has had the effect of steadily reducing sickness absence and cost over the past year.

6 Equalities Data

- 6.1 Following a request from the Committee for a report outlining the Council's compliance against the nine protected characteristics in the 2010 Equality Act, an Equalities Audit is currently being conducted by the Employers Network on Equality & Inclusion (ENEI). A report outlining their recommendations will be presented to the Committee in September.
- 6.2 The existing workforce data indicates that the Council's target of female employees forming 50% of the top 5% of earners, reduced to 49% in March from 55% in December as a result of a headcount reduction of 8 employees during the period. The target of BAME employees in the top 5% of earners also reduced from 23% to 19.4%, which is below the Council's target level of 22%.
- 6.3 The largest headcount reduction during the quarter has taken place within the 45/54 age range with a reduction of 20 employees. During the same period the headcount increased by 15 people recruited in the 25/34 age range, a positive step as the Council, along with many other London authorities, has an aging workforce with 37% of all employees in the 45/54 age range and an average employee age of 46.
- 6.4 The gender split of the workforce remained unchanged over the period with women continuing to be the largest group making up 67% of employees. Just over a quarter of the workforce works less than full time, a percentage also unchanged over the last three months.

7 Comments of the Chief Finance Officer and financial implications

- 7.1 This report is for information only. It does highlight the continued dependency the organisation has on agency and interim resource. As stated above, transformational activity does require additional, targeted capacity in order to deliver successful outcomes however, as the workforce plan develops, it should begin to provide or grow some of this resource internally. This will become increasingly critical as Haringey looks to embed a culture of continuous improvement.

8 Comments of the Assistant Director of Corporate Governance and legal implications



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- 8.1 The Assistant Director of Corporate Governance has been consulted on the production of this report and comments there are no legal implications in the report. Reports that are produced and circulated either to Members or to Service Managers will comply with data protection requirements

9 Policy Implication

N/a

10 Use of Appendices

Appendix 1: Workforce Dashboard

Appendix 2: Consultants / Interims Contracts

Appendix 3: Sickness absence data February 14 – February 15

Appendix 4: Process for engaging a non-employed worker

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H.R. WORKFORCE DATA
Q4: JANUARY TO MARCH 2015

Appendix 1

PENSIONS			
	Q2	Q3	Q4
Membership of the LGPS	2155 (78%)	2166 (78%)	2173 (77%)
No. of orgs with admitted body status	9	9	9
Total pensioners	5901	6350	6368
No. of deferred pensions	8142	7440	7464

CASEWORK			
	Q2	Q3	Q4
No. live disciplinary cases at end of the quarter	9	36	29
Cases closed during the quarter	2	20	16
Average resolution time (days)	76	52	57

New grievances received	11	24	26
Cases resolved	0	8	12
Cases remaining open	11	16	14
Current ET Cases	3	4	4
Successfully defended /Closed	2	0	0
No. outstanding	1	4	4

PERFORMANCE APPRAISAL (End of Year Completion)		
	2013/14	2014/15
Completion rate	63%	
% exceeded expectations	9%	
% met expectations	80%	
% partly met expectations	11%	
% consistently below expectations	0%	

HEADCOUNT & TURNOVER			
	Q2	Q3	Q4
Pay bill	£27,182,080	£27,840,470	£28,105,568
Average salary incl on costs	£36,928	£37,474	£38,104
Headcount	2,782	2,795	2,786
Turnover 2013/14 %	13.30%	14.70%	12.40%

SCHOOLS			
	Q2	Q3	Q4
Schools buying payroll	5.20%	5.20%	5.20%
Schools buying HR advice	6.50%	6.50%	6.50%
Schools buying both	70.10%	70.10%	70.10%
Schools opted out	18.20%	18.20%	18.20%

H&S			
	Q2	Q3	Q4
No of cases reported	153	158	77

AGENCY & CONSULTANTS / INTERIMS				
	Q2	Q3	Q4	
Agency spend	£ 4,431,757	£ 4,141,619	£ 4,745,394.00	
Consultant spend	£ 1,041,409	£ 960,969	£ 875,364.00	

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ESTABLISHED POSTS (January - March 2015)

Dir	Asst. Director	Post title	Post number	Start date	End Date	Number of Extensions	Recruitment Timeline		Daily Rate	Approximate Annual Cost	Annual salary of established post	Net cost / VFM Status	Contract Type	Reason
							Advert	Start Date						
COO	Kevin Bartle	Head of Procurement	50004609	27/10/2014	28/08/2015	2	Pending move of Procurement to SSC Summer 2015. Recruitment held		£ 780.00	£ 156,000.00	£ 71,876.00	£ 84,124.00	Framework contract - Penna	
COO	Kevin Bartle	Project Manager Finance	50188911	28/01/2015	24/04/2015	new			£ 510.00	£ 102,000.00	£ 68,332.00	£ 33,668.00	Framework contract - Hays	
COO	Corp. Programme	Senior PMO & Resourcing Officer	50107048	10/06/2014	04/06/2015	3	Covering a vacancy whilst awaiting restructure and move to SSC and the demand from Trnasformation Programmes		£ 309.36	£ 81,872.00	£ 63,000.00	£ 18,872.00	Framework contract - Hays	
COO	Corp. Programme	Project Delivery Manager	50004356	04/01/2010	09/04/2015	17	Role is required to provide technical Project Manager support for Transformation Programmes		£ 409.36	£ 81,872.00	£ 68,800.00	£ 13,072.00	Framework contract - Hays	
COO	David Airey	Application Packager	50097782	21/11/2011	29/05/2015	14			£ 349.36	£ 69,872.00	£ 53,075.81	£ 16,796.19	Framework contract - Hays	Covering a vacancy whilst reviewing of alternative delivery models.
COO	David Airey	Infrastructure Engineer (Citrix specialist)	50123671	27/01/2014	29/05/2015	5			£ 433.34	£ 86,668.00	£ 61,845.93	£ 24,822.07	Framework contract - Hays	Held pending outcome of Review
COO	David Airey	Infrastructure Engineer (Citrix specialist)	50107068	15/10/2012	29/05/2015	10			£ 440.14	£ 88,028.00	£ 61,845.93	£ 26,182.07	Framework contract - Hays	
COO	David Airey	TDA (Sharepoint Specialist)	50097896	07/11/2013	29/05/2015	6			£ 427.64	£ 85,528.00	£ 67,947.41	£ 17,580.59	Framework contract - Hays	Held pending outcome of Review
COO	David Airey	Technical Specialist/Architect	50107074	15/10/2012	29/05/2015	10			£470.55	£ 94,110.00	£ 65,098.00	£ 29,012.00	Framework contract - Hays	
COO	Sergio Sgambellone	Interim Programme Lead for Customer Services Transformation	50214073	01/10/2014	30/10/2015	0			£850	£170,000	£ 79,392.00	£90,608	Framework contract - Odgers	
COO	Stephen McDonnell	Sustainable Transport Manager	50190266	29/09/2014	26/06/2015	2			£471	£94,200	£ 76,396.00	£17,804	Framework contract - Hays	
COO	David Airey	Service Desk Supervisor	50097631	16/06/2014	29/05/2015	3	Covering a secondment/Anticipate post being delted from savings once slef service in place		£ 229.36	£ 45,872.00	£ 43,254.12	£ 2,617.88	Framework contract - Hays	
COO	David Airey	Infrastructure Manager	50107072	21/04/2014	01/06/2015	3			£ 499.36	£ 99,872.00	£ 87,600.00	£ 12,272.00	Framework contract - Hays	N/a covering long term sickness
COO	David Airey	Web Developer		03/02/15	31/12/15	new			£ 399.29	£79,858	£ 57,075.00	£22,783		Specialist Drupal skills to deliver external website. Project extended to deliver external website.
COO	Stephen McDonnell	NAT Manager		16/03/15	16/09/15	new	To cover vacancy pending joined up enforcement review.		£ 650.00	£84,500	£ 86,214.00	£1,714		
COO	Tracie Evans	AD Human Resources	50004523	05/08/2013	31/03/2015	2		01/05/2015	£ 810.00	£ 162,000.00	£ 105,000.00	£ 57,000.00	Framework contract - Penna	Post appointed to May 15
COO	Jacquie McGeachie	HR Account Manager	50229425	03/03/2014	19/06/2015	4	Recruitment campaign held in late autumn 2014 and early in 2015 both failed to appoint. Post is currently out to advert again,		£ 332.13	£ 61,400.00	£ 74,596.00	£ 13,196.00	Framework contract - Hays	

COO	Jacquie McGeachie	HR Account Manager	50004527	14/04/2014	03/07/2015	4	Recruitment campaign held in late autumn 2014 and early in 2015 both failed to appoint. Post is currently out to advert again,		£ 457.00	£ 100,540.00	£ 74,596.00	£ 25,944.00	Framework contract - Hays	
COO	Jacquie McGeachie	HR Employee Relations Adviser	50004544	15/12/2014	30/06/2015	1	Covering secondment of permanent HR Advisor to support Children's Services		£261,00	£ 52,200.00	£ 45,552.00	£ 6,648.00	Framework contract - Hays	
DCE	Zina Etheridge	Interim AD Schools and Learning	50199940	27/10/2014	31/07/2015	1			£ 800.00	£ 160,000.00	£ 105,000.00	£ 55,000.00	Framework Gatenby Sanderson	Covering internal secondment of postholder to Director's post
DCE	Wilkie, Sue	Head of Governors Support	50083065	02/09/2013	12/04/2015	5			£ 541.64	£ 108,400.00	£ 60,738.00	£ 47,662.00	Framework contract - Hays	Rec. Not successful in Dec 14
DCE	Jon Abbey	Head of Safeguarding & Support	50160510	22/10/2014	24/04/2015	1			£ 560.00	£ 112,000.00	£ 88,976.00	£ 23,024.00	Framework contract - Hays	
DCE	Neelam Bhardwaja	Head of Service, First Response	50003282	03/03/2014	29/05/2015	4			£ 638.00	£ 120,000.00	£ 88,976.21	£ 31,023.80	Framework contract - Hays	
DCE	Gill Gibson	Child Protection Chair	50003749	05/06/2014	30/04/2015				£ 374.00	£ 74,800.00	£ 62,787.11	£ 12,012.89	Off Contract - Tempest	
DCE	Gill Gibson	HoS Early Help & Prevention	50229979	25/11/2014	24/04/2015	1			£ 536.00	£ 107,200.00	£ 86,214.00	£ 20,986.00	Framework - Hays	
DCE	Neelam Bhardwaja	Head of Service, Children in Care	50003356	06/05/2014	28/02/2015	u/k			£ 615.00	£ 123,000.00	£ 88,976.21	£ 34,023.80	Off Contract Taylor davenport	
DCE	Neelam Bhardwaja	Head of Service, Adoption & Fostering	50003609	29/04/2013	31/03/2015	u/k			£ 517.50	£ 62,100.00	£ 88,976.21	-£ 26,876.21	Off Contract Sanctuary Personnel	
DCE	Gill Gibson	Head of Youth	50122128	01/07/2013	31/03/2015	u/k			£ 460.00	£ 92,000.00	£ 84,188.00	£ 7,812.00	Self-employed	
DCE	Gill Gibson	Indepdent Reviewing Officer	50003748	10/11/2014	08/05/2014	2			£ 301.00	£ 60,200.00	£ 63,723.00	lower cost	Hays	
DCE	Sean Segal	Indepdent Reviewing Officer	50003748	18/12/2014	11/06/2015	1			£ 323.00	£ 64,600.00	£ 63,723.00	£ 877.00	Framework contract Hays	
DCE	Sean Segal	Indepdent Reviewing Officer	50003748	03/02/2015	01/05/2015	new			£ 359.00	£ 71,800.00	£ 63,723.00	£ 8,077.00	Framework contract - Hays	
DCE	Gill Gibson	Indepdent Reviewing Officer	50003748	29/10/2014	10/04/2015	1			£ 285.00	£ 57,000.00	£ 63,723.00	lower cost	Hays	
DCE	Gill Gibson	Indepdent Reviewing Officer	50003748	27/10/2014	24/04/2015	1			£ 323.00	£ 64,600.00	£ 63,723.00	£ 877.00	Hays	
DCE	Gill Gibson	Head of Service Safeguarding & Quality Practice	50216589	05/01/2015	03/04/2015	new			£ 636.00	£ 127,200.00	£ 88,976.21	£ 38,223.80	Hays	
DCE	Beverley Tarka	Head of Service Learning Disabilities Partnership	50003879	01/08/2014	04/02/2015	3			£ 649.00	£ 129,800.00	£ 88,976.21	£ 40,823.80	Framework contract - Hays Interim	
DCE	Beverley Tarka	Deputy Director/Transformation Programme Manager	50012354	06/10/2014	30/06/2015	2			£750.00	£ 150,000.00	£ 136,528.00	£ 13,472.00	Framework contract Odgers	No response to advert place in late Autumn. To be advertised again in Jan no date yet set

Up to £15,000
Between £15 - 30,000
Over £30,000

TRANSFORMATION PROJECTS (January - March 2015)												
Dir	Business unit	Manager	Project name	Job title	Start date	End Date	Number of extensions	Reason for extension	Daily Rate	Estimated annual cost	Reason for engagement & benefits	Contract Type
COO	Corporate Programme Office	David Airey	BIP	Interim Head of IT	01/10/2014	30/06/2015			£ 774.00	£170,280	To assist with move to Shared Service Centre and to co-ordinate all IT requirements for other projects	Framework
COO	Corporate Programme	Tracie Evans	BIP	BIP Programme Director	10/03/2014	30/04/2015	1		£ 840.00	£ 168,000.00	BIP Programme Director	Framework contract - Penna
COO	Corporate Programme	Brett Mckee	BIP	Lead Business Analyst	07/07/2014	31/08/2015			£ 508.00	£ 101,600.00	Provide support to the business areas involved with the BIP programme	Framework Hays Interim
COO	Corporate Programme	Brett Mckee	BIP	Lead Business Analyst	26/02/2015	07/07/2015	new		£ 508.00	£ 101,600.00	Provide support to the business areas involved with the BIP programme	Framework Hays Interim
COO	Corporate Programme	Brett Mckee	BIP	Senior Business Analyst	04/08/2014	04/08/2015			£ 491.00	£ 98,200.00	Provide support to the business areas involved with the BIP programme	Framework Hays Interim
COO	Corporate Programme Office	Brett Mckee	BIP	Senior business analyst	05/08/14	01/05/15			£ 394.00	£ 78,800.00	Provide support to the business areas involved with the BIP programme	Framework contract - Hays
COO	Corporate Programme Office	Tracie Evans	Hg Transformation	Programme Facilitator, Future Housing Programme	09/10/2014	08/07/2015	0		£ 870.00	£ 174,000.00	Programme Facilitator - Future Housing Delivery Model	Framework contract - Penna
COO	Corporate Programme Office	Brett Mckee	BIP	Shared Support Centre Transition Manager	29/09/2014	30/05/2015	1		£ 725.00	£145,000	Preparing for move of operational services to the Shared Service Centre	Framework- Odgers
COO	Corporate Finance	Kevin Bartle	BIP		25/03/2014	31.07.15			£ 490.00	£ 98,000.00	Finance support for SAP upgrades and BIP	Off Contract
COO	HR	Jacquie McGeachie	Workforce Plan	Head of People & Change	30/09/2013	31/08/2015	3		£ 754.00	£ 150,800.00	Carrying out analysis of all IT requirements for Libraries Project	Framework contract - Penna
COO	HR	Jacquie McGeachie	Workforce Plan	Head of Workforce Devpt.	26/02/2014	30/06/2015			£ 600.00	£ 120,000.00	Project Lead for Workforce Planning and Workforce Strategic issues	Framework contract - Penna
COO	HR	Jacquie McGeachie	Workforce Plan	HR Account Manager / H54K Consultant (0.8)	01/09/2014	28/08/2015	2		£ 600.00	£ 96,000.00	Providing additional Account Manager support to Children's Services. Also covering H54K transformation post.	Framework contract - Penna
COO	HR	Jacquie McGeachie	Workforce Plan	Project Manager (0.6)	09/01/2015	31/05/2015	new		£600	£ 72,000.00	Project managing full Workforce Plan programme	
Regen, Planning & Dev	Regen	Lyn Garner	Housing Investment & Transformation		27/05/2013	31/10/2014			£ 855.00	£ 136,800.00	To develop a strategy to set out Haringey's housing regeneration approach	Framework contract - Gatenby Sanderson

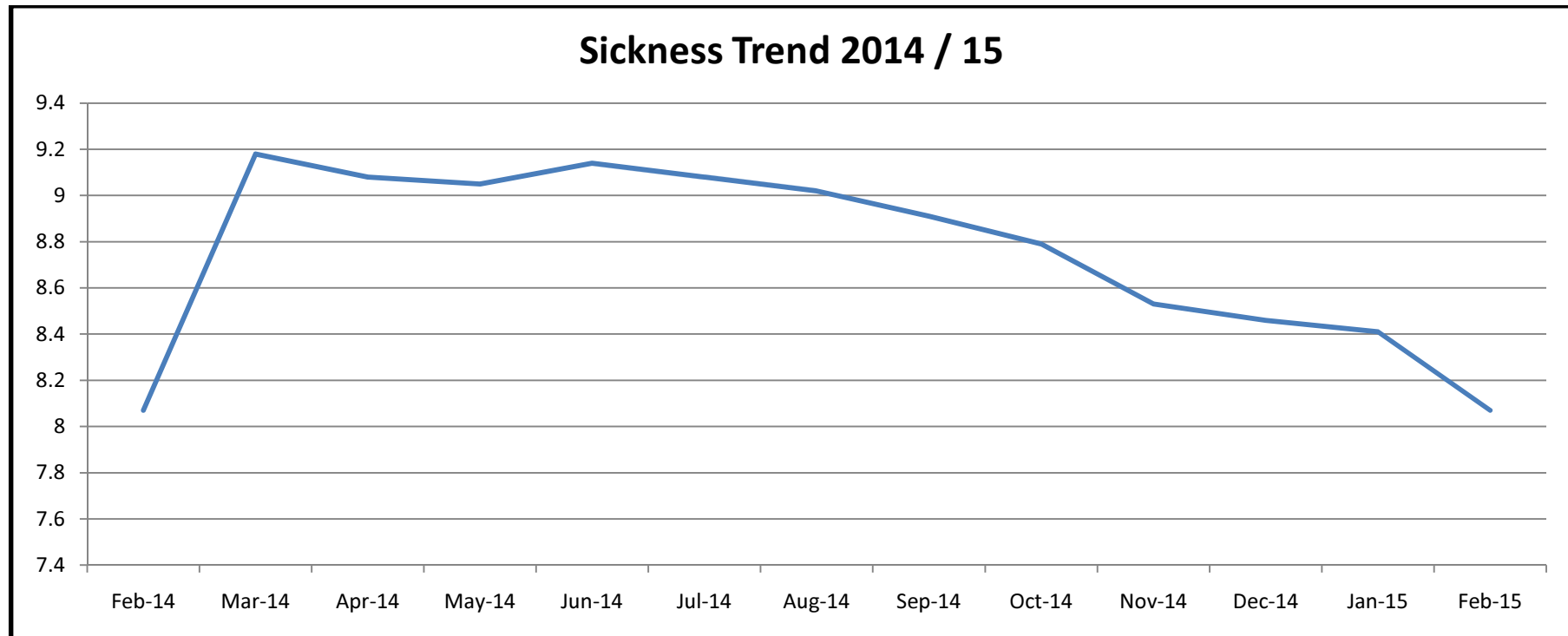
Regen, Planning & Dev	Regen	Lyn Garner	Tottenham Regeneration	Project Manager	02/01/2014	02/04/2015			£900.00	£ 180,000.00	to undertake senior role on Tottenham Regen programme	Off Contract- Veredus
Regen, Planning & Dev	Regen	Lyn Garner	Tottenham Regeneration	not stated	16/09/2013	19/06/2015	4		£ 715.00	£ 143,000.00	To supply Planning and Regeneration Services	Framework contract - Penna

ADDITIONAL CAPACITY (January - March 2015)											
Dir	Business unit	Manager	Post Details	Start date	End Date	Number of extensions	Daily Rate	Estimated Cost (pa)	Reason for engagement & benefits	Contract Type	Next Steps..
COO	Single Frontline Services	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/2011	08/05/2015	6	£ 290.00	£ 58,000.00	Provides specialist advice and support for software (Confirm), building asset database, IT solution for NAT and training team.Mobilisation of Highways contract and mobile working support. Likely to be extended.	Framework contract - Penna	
COO	Single Frontline Services	Stephen McDonnell	Violence against Women & Girls Project Co-ordinator	23/12/2014					The project is rapidly expanding & there is a capacity issue with progressing key areas of work in redesigning the referral pathway for domestic violence, organising the lead the commissioning arrangements for services, developing the strategic response to violence, & coordinating the multi agency partnership	Framework Hays Interim	
COO	ICT	Higginson, Mark	Exchange Specialist - Evergreening	20/08/2013	27/02/2015	5	£ 416.00	£ 83,248.00	Technical Specialist; project manage implementation of new supported Exchange 2010/Email environment, into BAU support. Plus additional BAU support for permanent staff developing their skills/experience	Framework contract - Hays	
COO	Environ. Services & Comm safety	Eubert Malcolm	Domestic Violence Strategic Manager	02/06/2014	20/05/2014		£ 395.00	£ 79,000.00	To be incorporated in the Community Safety restructure during Q1 2015	Framework contract - Hays Interim	
COO	Environ. Services & Comm safety	Eubert Malcolm	Integrated Offender Management Offender Strategic Lead	02/09/2013	30/06/2015		£ 497.00	£ 99,400.00	Integrated Offenders Manager Strategic Lead, post to be incorporated into the planned restructure,	Framework contract - Hays Ubturun	
DCE	Children's Services	Gill Gibson	service redesign	02/04/2014	03/04/2015	3	£ 464.00	£ 92,800.00	This was a relatively new post with general oversight of CP chairs and IRO teams, to ensure that we were operating within our statutory obligations for safeguarding children.	Framework contract - Hays	
DCE	Children's Services	Kevin Feaviour	Social enterprise projet - Tottenham	01/08/2013	31/03/2015		n/a	£ 32,000.00	The project is being established as a social enterprise in Tottenham. This was to finish at the end of March 2015. The group are developing new contracts and post is needed to establish Unity as a local employer and training provider	Self-employed	confirm status, updated HMRC check if supplier
DCE	Adult Social Services	Beverley Tarka	Service Manager (Commissioning)	19/08/2013	27/05/2015	6	£ 535.00	£ 107,000.00		Framework contract - Hays	
DCE	Adult Social Services	Beverley Tarka	Service Manager	11/04/2013	13/05/2015	7	£ 535.00	£ 107,000.00	Preparation for integration of Adult Social Care & Health (Better Care Fund)	Framework contract - Hays	
DCE	Adult Social Services	Beverley Tarka	Service Manager	09/06/2014	04/05/2015	3	£ 435.00	£ 87,000.00	Preparation for integration of Adult Social Care and Health (Better Care Fund)	framework hays	

DCE	Children's Services	James Page	Consultant	01/10/2014	31/03/2016		£ 819.00	£ 163,800.00	appointed as an independent evaluator to lead quarterly reviews of CYPS (early help and social care). He undertook his first review in December and is due to work with us for a total of approximately 18 months as we seek to drive up standards in children's.	Framework Hays Interim	
DCE	Public Health	Graeme Walsh		01/05/2014	31/03/2015		£ 850.00	£ 170,000.00	To develop and write a Pharmaceutical Needs Assessment	Framework contract - Gatenby	
Regen, Planning & Dev	Regeneration	Kelleher, Michael	Providing additional capacity to the regeneration area	22/11/2013	30/04/2015		£ 350.00	£ 70,000.00	to provide resource and expertise for the development of the council's new build and estate renewal programme. This is a political priority for members and there is currently insufficient expertise/resource within the Housing Investment and Sites Team to take on this work.	Framework contract - Hays	
Regen, Planning & Dev	Economic devpt.	Vicky Clark	Programme Manager	28/07/14	29/05/15	4	£ 450.00	£ 90,000.00	Time limited role developing employment and skills projects for Tottenham	Framework contract - Hays	Funding secured until 31/3/2015 thereafter project will end

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Appendix 3: Sickness Trend Graph Feb 14 – Feb 15



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Process for Engaging a Non-employed Worker

A. Agency Workers

- 1 The council has a contract with Hays Employment Agency to act as a neutral vendor to provide all agency workers to the Council at agreed discounted rates. When a manager has identified the need for a worker, s/he completes a request form giving the following information:
 - A description of the work to be covered,
 - whether the request is to cover an established vacancy or whether it is supernumerary to the establishment,
 - the reason for the request and
 - confirmation that there is budget to cover the cost.
- 2 Once the request has been authorised by the Head of Service the recruiting manager enters the vacancy details onto the Hays database. Suitable CVs are then sourced by the agencies and sent to the manager for consideration. Once the manager has shortlisted for interview those candidates s/he wishes to see, Hays arrange interviews. When the post is offered and a start date agreed, the manager arranges for induction etc to take place, checks the new worker's DBS details (if relevant) and other required documents and the contract begins.
- 3 A monitoring report is provided by Hays on a monthly basis and a copy of the relevant extract is sent to Assistant Directors for their information.
- 4 The current policy allows for contracts to be offered for a maximum of 12 weeks. If a contract extension is required, the manager completes the extension form which is authorised by the Assistant Director.


B. Consultants / Interims

- 1 The Council is part of a framework contract with other London authorities to source senior level Consultants / Interims. The framework was re-let in April 2015 and there are now six suppliers (including Hays) on the framework who are able to supply either specialist or generalist skills.
- 2 Following a recent review, the engagement process has been updated and mirrors the process for engaging an agency worker. The main changes are that the request is authorised by the Assistant Director and recruiting managers must provide details of the transformation project or of the vacant post and the length of the contract. Once the process has been completed and the contract awarded, a copy of the form is sent to HR to enable the monitoring spreadsheet to be updated.
- 3 The Consultants policy allows for the initial contract to be awarded for up to nine months, subsequent extensions must be authorised by the Chief Operating Officer, the Deputy Chief Executive or Director of Regeneration, Development & Planning.
- 4 A quarterly monitoring report is provided to the Staffing & Remuneration Committee detailing the number and cost of Consultants and Interims over the previous quarter and estimating the cost over the course of a year.

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Haringey Council

Report for:	Staffing & Remuneration Committee	Item Number:	
Title:	Removal of the Designated Independent Person requirement for the dismissal of the Head of Paid Service, the Monitoring Officer and Chief Finance Officer		
Report Authorised by:	Jacquie McGeachie, Interim AD HR 		
Lead Officer:	Carole Engwell, HR Quality Assurance Manager		
Ward(s) affected: None		Report for Key/Non Key Decisions: Non-key	

1. Describe the issue under consideration

- 1.1** The Government has recently issued an amendment to the Local Authorities (Standing Orders) (England) Regulations 2001 in relation to the disciplinary process for the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer. The new regulation Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 came into force on 11 May 2015.
- 1.2** The changes have been detailed in a report submitted to the Standards Committee on 12 May 2015 and in line with the amended Regulations, the changes will be referred to Full Council for noting and decision.
- 1.3** The Council's Constitutional standing orders will be amended to reflect the updated legislation.

2 Recommendations

- 2.1** That the Staffing & Remuneration Committee notes the legislative changes required and the recommendations outlined below.

3 Alternative options considered



Haringey Council

- 3.1** None. The changes are a legal requirement and there are no alternative courses of action.

4 Background Information

- 4.1** The most senior officers of the Council, namely the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer have statutory responsibilities to discharge to the Council. As they work with and report to the elected Members, they discharge these responsibilities in a political environment. As a result, statutory protection requiring the appointment of a Designated Independent Person (DIP) to investigate any allegation of misconduct against these officers was introduced in the Local Authorities (Standing Orders) (England) Regulations 2001. The intention of this provision was to ensure these officers could discharge their duties without fear of being influenced by elected Members and being dismissed without good reason.
- 4.2** The 2001 Regulations state that a DIP was to be appointed when an allegation of misconduct by the relevant officer required investigation. Responsibility for consideration of the DIP's report was with Full Council if the allegation related to the Head of Paid Service and with the Staffing & Remuneration Committee if the allegation related to the Monitoring Officer or Chief Finance Officer. Unless recommended in the report no disciplinary action could be taken.
- 4.3** The person appointed as the DIP required the agreement of both the authority and the officer concerned. This has in some areas, led to unnecessary delays in the process and has led to additional expense. The Department for Communities and Local Government (DCLG) has expressed concerns that the DIP process as it stood disadvantaged councils as the employer in comparison to the employee, given that the recommendation of the DIP had to be followed and the person appointed as the DIP had to be agreed by the relevant officer.
- 4.4** The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 removes the requirement for a DIP to be appointed. In place of the DIP process, the authority is now required to invite independent persons who have been appointed for the purposes of the Members' conduct regime under section 28(7) of the Localism Act 2011 to form an Independent Panel.
- 4.5** Invitations to form the panel will be issued in the following order:
- An independent person who has been appointed by the Council and who is a local government elector
 - Any other independent person who has been appointed by the Council



Haringey Council

- An independent person who has been appointed by another council or councils

4.6 The level of remuneration paid to independent members of the panel is capped at the rate of remuneration they would normally receive as an Independent Person under the Member's conduct regime.

4.7 A decision whether to dismiss the Head of Paid Service, the Monitoring Officer or Chief Financial Officer can now only be taken by Full Council after taking into account any views, advice or recommendations received from the Independent Panel, the conclusion of the investigation into the dismissal and the representations from the officer concerned.

5 Comments of the Chief Finance Officer and financial implications

5.1 The Chief Finance Officer has been consulted on this report and has no further comments to make.

6 Comments of the Assistant Director of Corporate Governance and legal implications

6.1 These are considered within the body of the report.

7 Head of Procurement Comments

N/a

8 Policy Implication

N/a

9 Reasons for Decision

9.1 The changes outlined are legislative and will include changes to the Council's constitution and to the employment contracts of the Head of Paid Service, the Monitoring Officer and the Chief Financial Officer.

10 Use of Appendices

N/a

11 Local Government (Access to Information) Act 1985

N/a

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Haringey Council

Report for:	Staffing & Remuneration Committee 29 June 2015	Item number	
Title:	Delegated Decisions /Significant Actions/ Urgent Actions		
Report authorised by :	Assistant Director of Corporate Governance and Monitoring Officer		
Lead Officer:	Clifford Hart (Tel. 020 8489 2920)		
Ward(s) affected: Not applicable		Report for Key/Non Key Decision: For information	

1. Describe the issue under consideration

To inform the Staffing and Remuneration Committee of Non-Executive delegated decisions and significant actions taken by Directors.

To further advise of any urgent actions taken by Directors in consultation with the Chair of the Staffing and Remuneration Committee since the previous meeting.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations



Haringey Council

That the report be noted.

4. Other Options Considered

Not applicable

5. Background Information

To inform the Staffing and Remuneration Committee of non executive delegated decisions and significant actions taken by Directors

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

In keeping with usual practices and working procedures used for Cabinet, the attached report details urgent actions taken by Directors in consultation with Staffing and Remuneration Committee Chair since last reported. Part three, Section E, under the scheme of delegation paragraph 4.03, of the Council Constitution provides guidance on the action that needs to be taken on any urgent matter between meetings of the Cabinet, or any committee or sub-committee of the Cabinet or the Council.

6. Comments of the Chief Financial Officer and Financial Implications

Where appropriate these are contained in the individual delegations.

7. Assistant Director of Corporate Governance Comments and Legal Implications

Where appropriate these are contained in the individual delegations.

8. Equalities and Community Cohesion Comments

Where appropriate these are contained in the individual delegations.

9. Policy Implications

Where appropriate these are contained in the individual delegations.

10. Use of Appendices



Haringey Council

Appendix 1 to the report sets out, by number and type, the decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

11. Local Government (Access to Information) Act 1985

N/A

Background Papers

The following background papers were used in the preparation of this report:

Delegated Decisions and Significant Action Forms.

Where, applicable, those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ

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Bernie Ryan, Assistant Director of Corporate Governance (Corporate Legal Services)

Significant decisions - Delegated Action - For Reporting to Staffing and Remuneration Committee on 29th June 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	09.03.2015	Delegated Authority –Restructure Legal Services	Restructure in Legal Services leading to a reduction in salary spend in 2015/16 of £291,000.
2.			
3.			
4.			

Delegated Action	
Type	Number

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DIRECTOR OF ADULT SOCIAL SERVICES


Significant decisions - Delegated Action – May 2015

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	15 th May 2015	Delegated Authority – to create a new six-month post of Head of Operations, Adult Social Services, which is within existing budget	
2.			
3.			

Delegated Action

Number

Submission authorised by:  _____
 Beverley Tarka – Interim Director of Adult Social Services

Date: __ 12th June 2015 _____

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Dr Jeanelle de Gruchy, Director of Public Health (Public Health Team)

Significant decisions - Delegated Action - For Reporting to Staffing and Remuneration Committee on 29th June 2015

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	15.01.2015	Transfer of management responsibilities for the Corporate Health and Safety Team from Human Resources to Public Health Team	Health and Safety Team transferred to Public Health Team, 1 st April 2015.
2.	08.06.2015	Restructure of public health team	Restructure of public health team (with £200k savings) completed; new structure in place 8 th June 2015.
3.			
4.			

Delegated Action

Type	Number

Jeanelle de Gruchy, Director of Public Health, 8th June 2015

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DIRECTOR OF CYPS

Significant decisions - Delegated Action: March , April and May 2015

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
	17 April	Service Redesign (establishment change)	This is part of the CYPS transformation with four Heads of Service posts (currently filled by interim staff) being reconfigured to two to reflect the new operating model at a saving of £118k. Reconfiguration agreed.

Delegated Action

Type	Number
NIL	

Jon Abbey
Interim Director, Children's Services



5 June 2015

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of the Local Government Act 1972.

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