

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 14th December, 2015, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Kaushika Amin (Chair), Jason Arthur, Patrick Berryman (Vice-Chair), Sarah Elliott and Bernice Vanier

Quorum: 3

1. FILMING AT MEETINGS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of unrestricted Urgent Business will be dealt with under agenda item 19 below, new items of exempt urgent business will be considered at agenda 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 - 10)

To confirm and sign the minutes of the meeting held on 14 September 2015 and the minutes of the special meeting of the Committee held on 5 November 2015.

7. NEW SENIOR MANAGERS' PAY AND GRADING ARRANGEMENTS (PAGES 11 - 20)

Report of the Chief Executive and Head of Paid Service to provide feedback to the Committee regarding the consultation with senior managers on the new senior managers' pay and grading arrangements.

8. WORKFORCE PLAN - SENIOR MANAGER EMPLOYMENT CONTRACT (PAGES 21 - 42)

Report of the Chief Executive and Head of Paid Service for the Committee to agree the new Senior Manager Employment Contract to be issued for comment to all senior managers,

9. UPDATE RELATING TO THE OUTCOME OF THE TIER 3 REVIEW (PAGES 43 - 78)

Report of the Chief Executive and Head of Paid Service for the Committee to note the revised senior management structure.

10. CHILDREN'S SERVICES RECRUITMENT AND RETENTION OFFER (PAGES 79 - 108)

Report of the Director of Children's Services for the Committee to note the implementation of the recruitment and retention monetary reward as previously delegated by the Committee, to agree a recruitment and retention monetary reward to take effect from 1 January 2016 and to agree further incentives and initiatives to improve the recruitment and retention offer for social workers in Haringey.

11. MONITORING SUCCESS OF WORKFORCE HEALTH AND WELLBEING STRATEGY (PAGES 109 - 114)

Report of the Assistant Director, Public Health, to discuss and endorse proposed measures and targets set for the Workforce Health and Wellbeing Strategy implementation over the next three years.

12. PEOPLE MANAGEMENT DATA RELATING TO Q2 (JULY TO SEPTEMBER) (PAGES 115 - 140)

Report of the Assistant Director, Human Resources, to provide the Committee with data regarding the workforce, including non-employed workers, absence rates and equalities data for the period July to September 2015.

13. HOMES FOR HARINGEY TUPE TRANSFER (PAGES 141 - 146)

Report of the Chief Operating Officer to advise the Committee on the Homes for Haringey TUPE transfer.

14. SUMMARY OF THE ORGANISATIONAL RESTRUCTURES AND THE CREATION OF NEW POSTS APRIL TO SEPTEMBER 2015 (PAGES 147 - 152)

Report of the Assistant Director, Human Resources, to inform the Committee of details of the organisational restructures undertaken by Assistant Directors across the organisation during this financial year.

15. INCLUSION AND DIVERSITY ACTION PLAN (PAGES 153 - 236)

Report of the Assistant Director, Human Resources, for the Committee to consider the recommendations and proposed action plan arising from the review into the council's equality practices and its overall compliance with the Equality Act and Public Sector Duty.

16. UPDATE TO THE RESTRUCTURE POLICY AND TO THE REDEPLOYMENT POLICY (PAGES 237 - 240)

Report of the Assistant Director, Human Resources, to amend the Restructure Policy and the Redeployment Policy.

**17. STAFFING AND REMUNERATION COMMITTEE FORWARD PLAN
DECEMBER 2015 TO MARCH 2016 (PAGES 241 - 246)**

Report of the Assistant Director, Human Resources to inform the Committee of the reports detailed on the Forward Plan until the end of the municipal year.

18. NEW ITEMS OF URGENT BUSINESS

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

19. EXCLUSION OF THE PRESS AND PUBLIC

The following item is likely to be the subject of a motion to exclude the press and public from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 – paragraph 1; namely information relating to an individual.

20. EXEMPT MINUTES (PAGES 247 - 248)

To consider and approve the exempt minutes of the special meeting of the Staffing and Remuneration Committee held on 5 November 2015.

21. ANY OTHER ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted under agenda item 3.

Helen Chapman
Principal Committee Co-ordinator
Tel – 020 8489 2615
Fax – 020 8881 5218
Email: helen.chapman@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 4th December 2015

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
MONDAY, 14 SEPTEMBER 2015**

Councillors Amin (Chair), Jason Arthur, Patrick Berryman (Vice-Chair), Sarah Elliott and Bernice Vanier

SRC96. FILMING AT MEETINGS

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

SRC97. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were no apologies for absence.

SRC98. URGENT BUSINESS

There were no items of urgent business.

SRC99. DECLARATIONS OF INTEREST

There were no declarations of interest.

SRC100. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

SRC101. MINUTES

RESOLVED

That the minutes of the meeting of the Staffing and Remuneration Committee held on 29 June 2015, and of the special Staffing and Remuneration Committee meetings held on 15, 16 and 30 July 2015 be approved and signed by the Chair.

SRC102. INCLUSION AND DIVERSITY PRESENTATION

The Committee received a presentation by Alaba Okuyiga from the Employers Network for Equality and Inclusion (ENEI) on the equality audit they had undertaken for the Council. The presentation set out the objectives and methodology of the review, key findings and recommendations, and proposed next steps. The full report produced by ENEI would be ready by the end of September, and this would be circulated to the Committee separately. It was proposed that the action plan arising from this work would be brought back to the December meeting of the Staffing and Remuneration Committee for consideration. Mr Okuyiga advised the Committee that Haringey were to be commended for undertaking such an in-depth review.

The Committee asked for comparison with other London boroughs, and Mr Okuyiga advised that Haringey compared very favourably in terms of its equalities impact assessments (EQIAs), however cumulative equalities impacts and improved equality training had been identified as areas for improvement. The Committee welcomed the quality of the presentation, but noted that it would have been useful to have received it

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in advance of the meeting, as this would have enabled them to give more consideration to questions they wanted to ask.

One of the issues arising from the interviews was making equalities 'part of the day job' and the Committee asked what this might mean in practice. Mr Okuyiga indicated that staff wanted to feel that characteristics such as their age, their ethnicity had been fully taken into account when decisions were made affecting their work, and should be taken into account as part of everything the Council did in terms of service delivery, given the very diverse nature of the borough. Mr Okuyiga said that this would be covered within the final report.

The Committee asked about the responses in the survey relating to staff reporting barriers to progression, and whether it was possible to identify whether these were perceived barriers or barriers in reality. Mr Okuyiga advised that the perception of such barriers was one of the key drivers for the review and that one of the findings was that people were not seeing people like themselves in senior roles at the Council. The Committee asked what could be done to address this issue, particularly in terms of changing the structures within the organisation that support staff to reach senior posts. It was noted that this was one of the issues that would be addressed in the full report at the end of the month, and that the emerging Haringey Academy would play a significant role. It was also noted that the Council's graduate trainee scheme had a role to play in this work, as the graduate trainees were very visible throughout the organisation, and were expected to take on senior roles in future. Mr Okuyiga reported that some form of positive discrimination was often considered as a means of addressing diversity in a visible way quickly, however he advised that there were downsides to this approach that the Council would have to consider if it adopted positive discrimination.

The Committee noted that culture change was an essential outcome, and asked Mr Okuyiga to identify which of the recommendations set out in the presentation would have the greatest impact in achieving this. Mandatory training in equalities issues was highlighted as one of the central recommendations for culture change, and also making equalities and inclusion a core part of every decision making process in the Council. The Committee asked whether there were examples of mandatory equalities training having an impact, in response to which Mr Okuyiga advised that one non-London authority found a 30% reported increase in awareness of equalities issues a year after the introduction of such training. Mr Okuyiga noted that the recent engagement of a number of policy officers to look at equalities and inclusion was a positive step by the Council.

Nick Walkley, Chief Executive, agreed that the findings in respect of the need for cumulative equalities impacts accurately reflected the current position, and would help the Council to focus on moving forward with this. It was noted that the work around the new values and brand identity was positive, but that there were still legacy issues relating to organisational culture that needed to be challenged. The Chief Executive advised that the forthcoming launch of the new brand and values had been discussed as an opportunity to re-induct all members of staff, and this was something that could be linked in with the review's recommendation regarding mandatory equalities training.

Incorporating equalities issues into learning and development was emphasised as a means of addressing the perceived 'glass ceiling'. It was also evident from the survey

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results that individual staff members' experiences of management were very different from the experience at more senior levels, and suggested that training for first and second level managers should be a priority.

The Chair welcomed the findings of the review as interesting and challenging, and noted that it was valuable to get an idea of different perceptions of the organisation. It was hoped that this work would lead to a change in culture and of the perception of the Council in respect of equalities and inclusion, and that equalities would now start to be looked at in a more cohesive manner across the Council.

The Committee and Chief Executive expressed their satisfaction with the work undertaken by the ENEI, and thanked Mr Okuyiga for his presentation. As next steps, it was noted that the full report would be produced at the end of September and circulated to the Committee directly. Work would then begin on developing an action plan, which would be brought to the Committee at its December meeting for consideration. It was agreed that it was important for it to be communicated to all staff that this work was taking place, in order to be as transparent as possible.

RESOLVED

- a) That the content of the presentation be noted.
- b) That the Committee agree to receive a final Action Plan and actions already completed at the December 2015 committee meeting.
- c) That the Committee agree to monitor progress during 2016.

SRC103. CHILDREN'S SERVICES SOCIAL WORKERS RETENTION OFFER

The Committee considered the report on the Children's Services recruitment and retention officer, presented by Jon Abbey, Director of Children's Services, and Andy Briggs, Interim AD Business and Resources. The report set out the challenges in relation to the recruitment and retention of experienced children's Social Workers and proposed implementing a financial offer to attract new social workers and retain the existing workforce. The report set out different options that had been looked at, and the Committee also received a presentation on the recruitment and retention offers in other London boroughs. It was proposed that a more detailed social care recruitment and retention offer be brought back to the Committee for consideration in December 2015.

In response to a question from the Committee, it was confirmed that exit interviews had been carried out with children's social workers leaving the Council, and that the reasons given for leaving had included salary, ways of working, training and development opportunities, greater stability and having contacts at other authorities. A more detailed analysis of the reasons staff gave for leaving would be reported up to the Committee in December, although in response to a question from the Committee regarding the weighting of financial incentives relative to other factors, Mr Abbey advised that pay and stress were the top two issues raised at social work forums.

The Committee asked what would happen if no improvement in recruitment and retention rates was demonstrated in the 12 to 24 months after agreeing to implement a financial offer as recommended in the report. It was reported that it was intended

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that a review be undertaken in 18 to 24 months time, which would tie in with the wider work on the Council's reward strategy. Without prejudicing this wider reward work in any way, it was reported that it was important to start to address the shortage of experienced social workers as quickly as possible.

It was noted that it was essential to improve stability in the service by being competitive in terms of remuneration, but also in terms of the wider offer such as links with higher education authorities, mentoring, coaching, succession planning and offering manageable caseloads. It was suggested by the Committee that positive aspects of Haringey such as schools and childcare could form a part of the offer for attracting people to work here, and it was agreed that this was something that would be considered as part of the report to the December meeting. The Committee also suggested that succession planning should be one of the issues covered as part of My Conversation.

The Committee asked about performance monitoring, and how to ensure that new recruits stayed for a reasonable period of time. Mr Briggs advised that the models set out in the report proposed rewards on an incremental basis to encourage retention, with performance being monitored as part of My Conversation. The possibility of whether certain payments could be recovered if people left within a certain period was also being explored. The Committee advised that any proposed reference to staff contracts regarding the possibility of payments being reclaimed needed to be worded very carefully so as not to act as a disincentive for new staff to join, as there was a risk that this could damage trust between the employee and the Council.

Some concern was expressed that there was insufficient evidence that financial incentive was the most effective way of addressing the issue, and that there was a need for more information on what was being done on the non-financial side. The Chief Executive clarified that the current report set out the need to address the recruitment and retention issues for experienced social workers as a matter of urgency, and that adopting a financial incentive was proposed at this point as the Council was currently competing to recruit alongside other authorities who had already adopted similar offers. It was agreed that considering the wider offer, including non-financial elements, was necessary and this would be considered by the Committee at its December meeting.

In light of the Committee's discussion, it was suggested that the recommendation of the report be amended such that delegated authority sought for the Director of Children's Services be in conjunction with the Cabinet Member for Resources and Culture, Cabinet Member for Children and Families and the Section 151 Officer, and it was agreed that this was a sensible way forward.

RESOLVED

That the Director of Children's Services be given delegated authority to implement Option 3 as described in the report, in conjunction with the Section 151 Officer, Cabinet Member for Resources and Culture and Cabinet Member for Children and Families.

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SRC104. FORWARD PLAN

The Committee considered the report on the forward plan of future reports and presentations to the Staffing and Remuneration Committee as presented by Carole Engwell, Quality Assurance Manager, Human Resources. The Committee noted the proposed agenda items for the December meeting.

RESOLVED

That the forward plan as set out in the report be noted and approved.

SRC105. UPDATE ON THE WORKFORCE PLAN

The Committee received a presentation on the progress of the Workforce Plan from Daksha Desai, Head of Workforce Programme. The presentation outlined progress so far, key next steps and details of the My Conversation map, My Career portal, the new learning platform, job families and faculties and the restructure toolkit.

The Committee welcomed the presentation and agreed that an e-learning platform with the emphasis on learning being available when you needed it was a positive step forward. In response to a question as to how staff would be encouraged to upload content to the new platform, it was reported that it was anticipated that this would happen through staff participating in Faculties and online communities. It was noted that 20 videos had been produced as a result of the recent Haringey Expo, demonstrating that there was an interest in participating in this way. The Committee suggested that the e-learning platform should be linked in with work around coaching and mentoring.

It was further suggested that the e-learning platform should also have a role in offering support and training for elected Members, and that any training that was mandatory for officers should also apply to Members.

RESOLVED

That the content of the presentation be noted.

SRC106. CONSULTANT AND INTERIMS REPORT - APRIL- JUNE 2015

The Committee received the report on the number of consultants and interims engaged across the Council during the period 1 April to 30 June 2015, presented by Carole Engwell. It was noted that the report for this quarter included the additional information requested by the Committee at its previous meeting.

The Committee queried the reported spend for the previous quarter as set out in this report (£969,473), compared with the report for the same quarter at the previous meeting (c£875k). It was agreed that this would be looked into and the reason for the discrepancy identified. The Committee welcomed the increased level of information provided in the report.

RESOLVED

That the content of the report be noted.

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SRC107. PROPOSED NEW SENIOR PAY PRINCIPLES AND GRADING STRUCTURE

The Committee considered the report on the proposed new senior pay principles and grading structure, presented by Nick Walkley, Chief Executive. The Chief Executive outlined the background to this work and the recommendations of the report, and highlighted the proposal to move away from the national pay bargaining and outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) as a key element to providing greater flexibility of approach.

The Committee asked for more information regarding the JNC, and Jacquie McGeachie, Assistant Director, Human Resources, advised that this formed part of the national pay bargaining framework. The Chief Executive noted that this national framework was currently responsible for decisions regarding the remuneration for roles that, in some cases, were unique to Haringey, and that this resulted in a complicated set of reward arrangements for certain posts which were difficult to manage. The Committee noted that the proposal was to break the link with national pay bargaining for senior officers only.

It was noted that the proposals were for decisions regarding senior officer remuneration to be made by the Staffing and Remuneration Committee, supported in its decision-making by information including benchmarking with other local authorities, the recommendations of the JNC and independent evidence and advice. It was emphasised that it was essential for the Committee to have the relevant advice and information available to it in order to be confident in its decisions.

The first decisions required from the Committee on this issue would be made in December 2015, when the composition of the senior manager cohort was established, following the Tier 3 review. The Committee would use the performance grid (as set out in the report) as part of its deliberations. The Committee noted that there was potential for inequity in the way in which appraisals were conducted, and asked how this would be mitigated; it was reported that the Senior Leadership Team (SLT) would be involved in moderating the appraisals process to ensure consistency and fairness of approach. Assistant Directors would need to provide SLT with a strong evidence base for their decisions and recommendations.

The Committee welcomed the proposals as a significant improvement on the current system and noted that this work should also tie in with the previous discussion on equalities, and should lead to greater accountability. The Committee requested that a briefing be provided for Members on this work, and re-emphasised the need for robust information and evidence to support any decisions required of the Committee in respect of senior officer remuneration. It was suggested that a separate workshop be held for the Committee on senior officer remuneration before being asked to make any decisions in December.

One Committee Member expressed concern that they did not feel that they had enough information to make a decision on the proposals at this time, however on a vote it was:

RESOLVED

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- a) To approve and agree the implementation of the Reward Principles as detailed at Appendix A of the report – Reward Principles.
- b) To approve and agree the implementation of the pay structure for senior managers as detailed at Appendix B of the report – Pay Structure.
- c) To agree a period of 30 days consultation with senior managers as shown in Appendix F of the report – Timeline.
- d) To approve and agree that any pay progression will be contribution led based on individual, team and organisation performance as outlined at 3.8.2 of the report.
- e) To agree to break the link with national pay bargaining and the outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC). This does not preclude the Staffing and Remuneration Committee in taking their recommendations into account when considering future pay awards for this population.
- f) To agree an annual agenda and timetable by which the Staffing and Remuneration Committee will plan, agree and review pay within the Council.
- g) To agree for the Head of Paid Service to manage any anomalies (including recruitment and retention supplements) that may occur utilising the principles as referred to at 3.7 and 3.8 of the report. The Head of Paid Service will report to the next available S&R Committee meeting instances where this discretion has been exercised.

SRC108. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

SRC109. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the following items as they contained exempt information as detailed in Part 1, Section 12A of the Local Government Act 1972, paragraph 1; namely that they contained information relating to any individual.

SRC110. EXEMPT MINUTES

RESOLVED

That the exempt minutes of the meeting of the Staffing and Remuneration Committee held on 29 June 2015, and of the special meetings of the Staffing and Remuneration Committee held on 15, 16 and 30 July be approved and signed by the Chair.

SRC111. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were no new exempt items of urgent business.

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The meeting closed at 9pm.

Cllr Kaushika Amin

Chair

MINUTES OF MEETING STAFFING AND REMUNERATION COMMITTEE HELD ON THURSDAY, 5TH NOVEMBER 2015

PRESENT:

Councillors: Kaushika Amin, Pippa Connor and Peter Morton

112. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Vanier, for whom Cllr Morton was substituting, from Cllr Elliott, for whom Cllr Connor was substituting and from Cllr Arthur.

113. URGENT BUSINESS

There were no items of urgent business.

114. DECLARATIONS OF INTEREST

There were no declarations of interest.

115. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the following item as it contained exempt information as defined in Section 100a of the Local Government 1972 – paragraph 1; namely information relating to an individual.

116. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - ADULTS

The Committee considered a report on the appointment to the position of Assistant Director of Adult Transformation, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 3 Section B of the Council's Constitution, arising from recommendations of an interview panel which took place prior to the Committee convening.

The Committee approved the appointment to the post of Assistant Director of Adult Transformation and the salary for this post.

The meeting closed at 5.30pm.

CHAIR: Councillor Kaushika Amin

Signed by Chair

Date

Report for: Staffing and Remuneration Committee

Item number: 7

Title: New Senior Managers' Pay and Grading Arrangements
Report authorised by: Nick Walkley - Chief Executive and Head of Paid Service

Lead Officer: Jacquie McGeachie – Assistant Director, Human Resources

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 At the Staffing and Remuneration Committee on the 16 December 2014 it was agreed that the Modern Reward Strategy project would include, inter alia, the following:
- A review of the Council's pay and grading structure with the objective of implementing a single pay and grading structure using one job evaluation scheme
 - A review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on Soulbury terms and conditions)
 - A review of Chief Officer and Senior Managers pay and grading arrangements
 - The development and implementation of job families and generic role profiles.
- 1.2 It was further agreed that the Staffing and Remuneration Committee be kept informed of progress of the project and that any proposed changes to employees' terms and conditions of employment to be brought back to the Staffing and Remuneration Committee for consideration and approval.
- 1.3 The Staffing and Remuneration Committee, on the 14 September 2015, agreed to a 30 day consultation exercise with senior managers regarding their pay and grading arrangements, as specified in 1.1 above.
- 1.4 The purpose of this report is to provide feedback to the Staffing and Remuneration Committee regarding the consultation exercise with senior managers.

2. Cabinet Member Introduction

Not required for the S&R Committee

3. Recommendations

- 3.1. The Staffing and Remuneration Committee to note the successful conduct and satisfactory outcome of the consultation regarding the Senior Pay Principles & Grading Structure.
- 3.2. The Staffing and Remuneration Committee to agree the new Senior Managers Pay and Grading Structure, as detailed in Appendix B, with effect from the 1 April 2016.

4. Reason for decision

The Staffing and Remuneration Committee agreed the Senior Manager Pay and Grading Reward Principles on the 14th September 2015. This paper now signals the completion of Phase 1 of the Modern Reward Strategy, as agreed on the 14 December 2014.

5. Alternative options considered

This is a report back item.

6. Background information

- 6.1. Following the Staffing and Remuneration Committee on the 14 September 2015 consultation with senior managers commenced on the 15 September through to the 15 October 2015.
- 6.2. The consultation letter invited senior managers to comment on the following proposals:
 - 6.2.1. The consolidation of two elements of pay currently used. These are known as Consolidated Allowance and London Weighting Allowance. The proposal is for these elements to cease as separate elements and to be included in the base pay.
 - 6.2.2. The implementation of the Reward Principles.
 - 6.2.3. The introduction of contribution based pay progression for Senior Managers.
 - 6.2.4. To break the link with national pay bargaining and the outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities.
- 6.3. Following the close of consultation consideration was given to the comments from senior managers and as a result no significant changes were made to the proposals. A summary of the feedback is attached at Appendix A. The Pay Structure can be seen at Appendix B. The Pay Structure was modified as a result of feedback during consultation. The previous structure proposed two bands at Level A, Level B and Level C with three bands at Level D. The

revised proposal is now two bands at Level A, B and D and three bands at Level C. This is to reflect the nature of roles that fall within these Levels and the range of posts at Head of Service and Senior Professional level.

6.4. The next step is to start the implementation process and to complete this by 1 April 2016. This will include:

6.4.1. New employment contracts will be issued to Senior Managers. A separate report is being taken to the Staffing and Remuneration Committee on the 14 December 2015 for approval.

6.4.2. Pay rates for all senior managers will be confirmed, post consolidation of allowances as listed in 6.2.1.

6.4.3. Any anomalies arising from the implementation of the pay and grading for senior managers will be addressed and reported back to the Staffing and Remuneration Committee in March 2016.

7. Contribution to strategic outcomes

The Modern Reward Strategy and its implementation is another step to achieving the cultural changes the Council needs; starting with senior managers is considered the right thing to do.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

8.1. Assistant Director of Corporate Governance

The proposed new Senior Managers Pay and Grading Structure will involve changes to senior managers' existing contracts e.g. the breaking of the link with national pay bargaining, the consolidation of Consolidated Allowance and London Weighting Allowance into base pay. Unless senior managers' existing contracts allow these changes to be made without their agreement, then if the Committee agrees the new Structure should be implemented from 1st April 2016, then it will be necessary to either:-

- (a) obtain the acceptance by senior managers of the new employment contracts with effect from 1st April 2016, or
- (b) to terminate the contracts of those employees not accepting the new employment contracts, offering them the opportunity to accept the new employment contract during the period of notice of termination.

The carrying out of the consultation referred to in this report will have reduced the risk of successful unfair dismissal claims being brought by those managers whose contracts are terminated.

8.2. Chief Finance Officer

The committee have received elsewhere on the agenda reports detailing the proposed Tier 3 structure, proposed changes to senior managers contracts and in this report a proposed grading structure based around Bands.

Taken together the financial implications are:

- An additional cost relating to travel and subsistence arising from subsuming the consolidated allowance into the basic pay amount; this is considered to be relatively minor and will need to be accommodated within existing service budgets; and
- Potential costs associated with the proposed changes to the pay and grading structure and its application to Tier 3 posts.

In order to confirm the affordability of the proposals in this report a detailed financial evaluation will need to be undertaken which it is proposed will be brought back to this committee in January. At that stage members will be able to assess the financial implications before giving approval to proceed with the implementation.

9. Use of Appendices

- 9.1. The communication to senior managers regarding the opening and closing of the consultation, including the outcome of the consultation, is attached as Appendix A to this paper as listed below.

Appendix A - Summary of outcome of Senior Manager Pay and Grading consultation

Appendix B - Revised Pay Bands

10. Local Government (Access to Information) Act 1985

Not Applicable

Summary of outcome of Senior Manager Pay and Grading consultation

During the consultation period the Reward team arranged 12 one to one meetings with affected staff and received 7 emails to the senior manager pay in box.

In order to provide a cohesive narrative the Reward team examined the nature of the questions, comments and observations from both emails and interviews and grouped the queries and responses into the following common themes.

1. Move away from national pay bargaining and the outcomes of the Joint Negotiating Committee for Chief Officers of Local Authorities

There were a few questions relating to the decision to bring ownership of the senior management pay and grading framework within the control of the Council. The Staffing & Remuneration Committee will in future be accountable for the outcomes which in the past have come from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC). We believe this change will lead to more transparent and consistent decision making.

The amount available for pay awards will be determined largely by what Haringey can afford. The Staffing & Remuneration Committee will consider evidence from members of the Senior Leadership Team (SLT), including the Head of Paid Service; Finance and Human Resources when setting the budget for the annual pay review.

The cost of living will be considered as part of this process although there are no plans to make discrete awards for inflation as we may have done in the past.

1a. Pay linked to contribution

There were one or two questions regarding how pay would be linked to contribution and what that might look like.

The introduction of the new arrangements provides the Council with a mechanism to progress individuals through their pay band. This progression will in future be linked to contribution which was defined in a recent report from the Institute of Employment Studies as:

“Contribution-based pay can be viewed as a more sophisticated interpretation, or broadening of performance related pay, which ensures staff are not measured simply on objectives, but also on competence, skills and behaviour. This reflects a more holistic approach to performance assessment and hence to pay progression placing a value on how an individual achieved objectives, as well as on what was achieved.”

We believe that this is the approach which most closely aligns to our values.

1b. Variable Pay

There were a small number of comments regarding the introduction of variable pay or bonuses for senior managers.

Haringey does not believe that bonuses are appropriate for senior managers relying instead on fixing base pay at a realistic rate that will enable us to attract and retain the people we need to deliver a high quality service to the community.

1c. Base pay and links to the external market

We were asked for clarification of how our pay bands would be linked to the external market.

When setting pay bands we will be mindful of the need to attract and retain the talent we need to deliver the complex range of services to the community. When reviewing pay bands the Staffing & Remuneration Committee will take into account, inter alia, the results of pay and benefit surveys, cost of living indices, and movements in average earnings in both the public sector and the whole economy.

1d. Future pay potential

One person sought clarification on what future pay potential would look like if the ceiling of their new pay band was lower than their current pay scale.

Future pay cannot be guaranteed but the Staffing & Remuneration Committee will review the position each year.

2. There were a number of requests seeking clarification of how the new framework for senior managers will be implemented and how it will affect individuals.

2a. How do individuals transition to the new arrangements?

The initiative to simplify senior management pay and grading arrangements is running alongside a number of other projects including the restructure of some services and the Tier 3 review.

How individuals will transition to the new arrangements will therefore vary from service to service but we will ensure that all those affected will be kept fully informed at all times.

2b. Consolidated allowance and travel expenses

We were asked to clarify the consequences of including the consolidated allowance into base pay and can confirm that all staff will in future use the same process to reclaim incidental, out of pocket, expenses incurred on Council business, including travel expenses, and that the separate arrangements for senior managers will be discontinued.

This not only brings some much needed consistency and transparency to our procedures but sets out our intention to streamline processes whenever presented with the opportunity.

2c. New contracts

We are taking the opportunity to issue new contracts of employment for senior managers in Tiers 1, 2 and 3 which not only reflect the changes in the pay and grading arrangements but set out clearly what the Council expects from its senior managers.

2d. Evaluation of senior management roles

All senior management roles will be evaluated using the Hay Group methodology as agreed by the Staffing & Remuneration Committee. We have designed a protocol to assess all roles within the Council using either the Hay Group or Greater London Provincial Council (GLPC) methodology. When the Modern Reward Strategy is rolled out to the rest of the workforce, this approach will assist us in fulfilling our outstanding commitment to the Single Status initiative.

3. There were a number of suggestions which might make the new framework more relevant to individuals.

3a. Job families

We received a couple of requests to extend the number of job families to include some of the smaller and more specialist disciplines that are needed to deliver our services.

It was never our intention that job families would be cast in stone but that they would evolve to reflect the changing profile of the workforce. We have been working with a specialist external consultancy to ensure that our core job families are robust and will accommodate meaningful career paths.

3b. Job levels

Based on feedback from the job evaluation exercise we have made some revisions to the job level framework in order to accommodate an additional step at the Head of Service level in order to recognise Senior Professional III roles.

3c. Paying for skills and the Single Status agenda

There were a small number of comments regarding the recognition of general market practice in paying skills premia for certain job families.

At this point it seem appropriate to reiterate Haringey's commitment to the Single Status initiative which uses as its starting point that roles evaluated at similar levels will be positioned within the same pay band. Historically, however, we have experienced difficulties in recruiting to some areas where there are market shortages in the skills or talent we need. We have therefore commissioned an independent specialist consultancy to help us identify where such market premia may be justified.

NB – There were some queries of a general nature which had no direct bearing on the reason for the consultation. These queries received individual responses but in the interests of clarity, these have been omitted from the formal management response.

Appendix B – Revised Pay Bands

Haringey - Modern Reward Strategy			Revised Pay Bands			
Job Level	People Leader	Individual Contributor	Pay Bands			
			Minimum	Intermediate (Benchmark)	Maximum	
Level A	Senior Leadership Team		Step 2	£173,700	£187,800	£201,900
			Step 1	£136,200	£147,200	£158,200
Level B	Director / Assistant Director		Step 2	£111,000	£120,000	£129,000
			Step 1	£94,800	£102,500	£110,200
Level C	Head of Service	Senior Professional III	Step 3	£80,800	£87,300	£93,800
			Step 2	£68,600	£74,200	£79,800
			Step 1	£58,600	£63,300	£68,000
Level D	Department Manager	Senior Professional II	Step 2	£50,000	£54,000	£58,000
			Step 1	£42,600	£46,000	£49,400
Level E	Senior Team Leader	Senior Professional I			Out of Scope	
Level F	Team Leader	Professional & Technical II			Out of Scope	
Level G		Professional & Technical I			Out of Scope	
Level H		Vocational & Administrative			Out of Scope	

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Report for: Staffing and Remuneration Committee
14 December 2015

Item number: 8

Title: Workforce Plan – Senior Manager Employment Contract

Report authorised by: Nick Walkley, Chief Executive and Head of Paid Service

Lead Officer: Jacquie McGeachie, Assistant Director Human Resources and SSC, Ext 3172, jacquie.mcgeachie@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 Following a review of the Council's Director and Assistant Director structure the Head of Paid Service committed to the Corporate Committee in September 2013 that a review of the 'Heads of Service' would be carried out. This review has now been completed and a new Head of Service structure is in place. This has been referred to as the Tier 3 Review as the review focussed on the tier of managers reporting into the Council's Corporate Leadership Group (CLG).
- 1.2 In the Corporate Committee paper referred to above the Head of Paid Service committed to reviewing the employment contract and terms & conditions of the senior managers. The existing employment contract has not been reviewed for many years. The employment contract sets the tone and standards by which both parties agree to adhere to as part of their relationship.
- 1.3 The Tier 3 Review has been taking place concurrently with the Senior Manager Pay and Grading Review with an aim to reward our senior managers fairly, transparently and consistently. As the Pay and Grading Review has amended a number of terms for the senior management population it is considered that it is now appropriate to issue senior managers with a revised contract to take effect from 1 April 2016. For the purposes of this report a "senior manager" is defined as a Council employee on grade SM1 or above who is not on NHS or Soulbury terms and conditions.
- 1.4 Two versions of the contract would be issued, one for the Chief Executive and one for all other senior managers. The Chief Executive contract will have some minor changes to reflect the different line management arrangements that apply to the Head of Paid Service.

2. Cabinet Member Introduction

Not applicable for this item.

3. Recommendations

3.1 That the Committee:

- (a) agrees the new Senior Manager Employment Contract, attached at Appendix A, is to be issued for comment to all senior managers.
- (b) notes that there will be a slightly varied version for the Chief Executive to reflect the fact that there are different line management arrangements, which will be issued by the Leader of the Council to the Chief Executive for comment.
- (c) notes that the final version of the Senior Manager Employment Contract be brought back to the Committee on the 26 January 2016 for approval, to be issued to all senior managers apart from the Chief Executive to take effect from 1st April 2016.
- (d) notes that the final version of the employment contract for the Chief Executive to be brought back to the Committee on the 26 January 2016 for approval, to be issued to the Chief Executive to take effect from 1 April 2016.

4. Detailed Proposals

4.1 Senior Manager Contract

- 4.1.1 The proposed contracts are based on emerging best practice to reflect the relationship the organisation will require to have with its senior managers in the immediate future and for the next five years. Attached at Appendix A is the draft contract that is being proposed for all senior managers, including the Senior Leadership Team (SLT), Directors / Assistant Directors and Heads of Service, but with the exception of the Chief Executive.
- 4.1.2 The Chief Executive's contract will be slightly varied to reflect the fact that he has different line management arrangements. This will be issued to the Chief Executive for comment by the Leader of the Council.
- 4.1.3 The aim has been to modernise the contracts and to ensure a consistent approach across the population. Key changes are outlined in Paragraph 6.5 below.

4.2 Managers in scope for the new contracts

- 4.2.1 All senior managers in Haringey will have an individual discussion regarding their terms and conditions throughout January to March 2016. The new contracts will come into force on the 1 April 2016.
- 4.2.2 Based on advice from the Council's legal team the contract at Appendix A will be shared with the affected population for comment and to seek their views This will be before individual discussions are held to confirm to individuals how it specifically impacts on them. For clarity Level A managers are the Senior Leadership Team, Level B managers are Directors / Assistant Directors and Level C the Heads of Service / Senior Professionals.
- 4.2.3 Those managers currently on NHS or Soulbury terms and conditions will not be issued with the new contract at this time.
- 4.2.4 The contract at Appendix A will be issued to approximately 100 employees.
- 4.2.5 Phase 2 of the Modern Reward Strategy is underway and a revision of the existing contract for the rest of the workforce is being considered.

4.3 Trade Unions

The Trade Unions have been briefed on the Tier 3 Review, including the ongoing review of Senior Manager Pay and Grading. The Senior Manager Employment Contract at Appendix A has been shared with the Trade Unions at the Corporate HR/TU Meeting. They did not have any comment to make with regard to the contract, other than they were surprised at how lengthy it was. The contract has to be of sufficient length to include all the elements that are considered necessary, based on legal advice.

5. Alternative options considered

- 5.1 There is no legal requirement to re-issue new contracts to the senior management population. An alternative would be to simply vary the existing contracts with the consent of the relevant individuals to confirm the new terms. However where an individual employee does not consent, then unless the Council had the right to vary their contract without their agreement, the variation would not be legally valid. This would mean that the Council would continue to have senior managers on different contracts with no consistency across this population. It would also mean that the Council may be at risk as existing contracts do not reflect modern working practices, for example joint ventures, tendering exercises and intellectual property.

6. Background information

- 6.1 As detailed above in Section 1 the structural review was prompted by the Head of Paid Service's review of the Director and Assistant Director structure in 2013. That review was introduced after extensive consultation and agreement provided at the time that the next tier down in the organisation would be reviewed to support CLG in achieving their stretching targets.

- 6.2 The Senior Manager Pay and Grading Review has run alongside the review of the Tier 3 roles.
- 6.3 The existing senior management population do not all have the same contracts. This is due to some having first started with the Council many years ago and having received a number of variations to their contracts over the years.
- 6.4 The existing contract has not been recently reviewed. The contract at Appendix A was drafted by an external Employment Lawyer and verified by Haringey's in house Employment Lawyer. The contract was commissioned to include emerging best practice to reflect the relationship the organisation will require to have with its senior managers in the immediate future and for the next five years.
- 6.5 A summary of key new additions to the contracts include:
- Committing to abiding by the Council's Values (section 3.1) and working to the new generic role profile (section 3.2)
 - Confirmation that when the employment contract ends with the Council the employee accepts that this also ends any other post or office held outside the Council with any other body or organisation with which the Council is a partner or in which the Council has any interest or with which the Council has any involvement (section 3.7).
 - Section 15 confirms the Council's rights relating to intellectual property
 - Section 16 confirms the restrictions post termination around involvement with any tenders or contracts. This prevents an employee from having insider information that could be used to their advantage commercially.
 - The terms around Gardening Leave are clarified in section 18.
 - On termination all senior managers are required to give the Council no less than 3 months' notice in writing, unless they have a fixed term appointment of up to 18 months, in which case the senior manager is only required to give the Council at least 1 month's notice in writing. (Section 20).

7. **Contribution to strategic outcomes**

Creating a stronger tier of senior managers in the Council who report into Directors and Assistant Directors is key to achieving the Council's Corporate Plan. The employment contracts support the commercial nature the Council has with its senior managers and provide a robust challenge in a number of areas that the existing employment contract is silent on.

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

8.1 **Assistant Director of Corporate Governance**

The Council's Employment Lawyer has been involved in the drafting of the contract at Appendix A. As stated, the contract reflects modern working practices and is fit for purpose.

8.2 Chief Finance Officer

The implementation of this proposed contract permits the claiming of travel and subsistence costs which were previously assumed to be covered under the 'consolidated payment' element of the senior officers contract.

There will therefore be some additional costs in this regard which will have to be accommodated from within individual service areas budgets. As these have not previously been claimed there is no basis to estimate what this cost might be, but it is not believed to be significant. The extent of what constitutes reasonable travel and subsistence costs will be set out in appropriate guidance.

9. Equality

An employee Equalities Analysis has been undertaken and will be repeated in April 2016 when it is anticipated that the majority of senior manager posts will be filled.

The main finding was that although there is evidence that some equality strands, for example men, and those employees aged between 45 – 54 are more affected by the proposals when compared to their comparators, this is due to the profile of those affected by the change. There is no evidence to suggest that any equality groups will be disadvantaged by the proposal as all employees are being treated equally. The contract will be offered to all senior managers. The contract may be considered less favourable than those of the rest of the workforce as there is no right to any salary increase over time, however this has been agreed and consulted upon as part of the Senior Manager Pay and Grading Review.

10. Use of Appendices

Appendix A – Senior Manager Contract

11. Local Government (Access to Information) Act 1985

No relevant documents required here.

DRAFT – Subject to consultation**Contract of employment:****Dated 1 April 2016****The Parties**

- (1) The London Borough of Haringey (the **Council**)
River Park House, 225 High Road, London N22 8HQ
- (2) Name and address (the **Executive**)

XXXX

1 Interpretation

1.1 The headings and marginal headings to the clauses are for convenience only and have no legal effect.

1.2 Any reference in this Agreement to any Act or delegated legislation includes any statutory modification or re-enactment of it or provision referred to.

1.3 In this Agreement:

“**Chief Executive**” means the Chief Executive of the Council.

“**Employment IPRs**” means Intellectual Property Rights created wholly or partially by the Executive in the course of his/her employment with the Council (whether or not during working hours or using Council premises or resources and whether or not recorded in material form) and relating to or capable of being used in the Council's business.

“**ERA 1996**” means the Employment Rights Act 1996 as amended from time to time.

“**Holiday Year**” means 1st April to 31st March.

“**Intellectual Property Rights**” means patents, rights to inventions, copyright and related rights, trademarks and service marks, trade names and domain names, rights in get-up, rights to goodwill or to sue for passing off or unfair competition, rights in designs, rights in computer software, database rights, rights in confidential information (including know-how and trade secrets) and any other intellectual property rights, in each case whether registered or unregistered and including all applications (or rights to apply) for, and renewals or extensions of, such rights and all similar or equivalent rights or forms of protection which subsist or will subsist now or in the future in any part of the world.

“**Partner**” means a service provider with whom the Council has entered into a commercial relationship for the purposes of commissioning the delivery of services

and which may include any subsidiary of the Council or company or other corporate entity over which the Council has control.

2 Appointment, duration and continuous employment

2.1 The Council appoints the Executive and the Executive agrees to act as *(insert job title)* with effect from 1 April 2016. This appointment shall continue subject to Clause 20 below.

2.2 *(optional) This is a fixed term appointment for up to 6 months with the option on the part of the Council to extend for a further 3 months.*

2.3 The Executive's continuous employment commenced on [a date to be confirmed]. This contract supersedes and replaces in their entirety any other contractual arrangements between the Council and the Executive. The Executive's previous employment with any other employing body will not count as continuous employment with the Council.

3 Duties

3.1 The Executive agrees to work and will encourage others to work in accordance with the current written values "Our Values" of the Council, attached as Appendix 1. These may change from time to time or develop as circumstances require and the Executive will be notified of any changes when they are made. The Executive acknowledges and accepts that he/she will abide by the spirit and intentions of these values, set out under the headings "Human – we care"; "Ambitious – we push the boundaries"; "Accountable – We take responsibility"; "Professional – we are Haringey's Ambassadors". These values and working in accordance with them form part of the Executive's contractual Terms and conditions of Employment.

3.2 Examples of some of the major duties that the Executive is expected to carry out are set out in Appendix 2 hereto. However the Executive is required to carry out any other duties or any other role in any department or location as are or is considered by the Council reasonable and that fall within the Executive's competencies. The Executive agrees to perform these duties in furtherance of the obligations of the Council.

3.3 The Executive agrees to undertake his/her duties without any additional remuneration other than the remuneration provided for in this Agreement.

3.4 The Executive shall:

3.4.1 devote the whole of his/her time attention and skill to the proper discharge of his/her duties (save for any other duties that have been agreed in advance and in writing with the Chief Executive whose consent will not be unreasonably withheld);

3.4.2 act at all times in accordance with the Council's Code of Conduct and any code, policy, procedure, regulation or requirement pertaining to the governance of the Council as amended from time to time;

- 3.4.3 declare any conflict of interest which may arise and agrees that he/she has at the date of this contract declared all such interests and will continue to do so when any potential conflict arises;
 - 3.4.4 faithfully and diligently perform those duties and exercise such powers consistent with them which are from time to time reasonably and lawfully assigned to or vested in him/her;
 - 3.4.5 travel as may be required for the better performance of his/her duties;
 - 3.4.6 comply with all the Council's rules, regulations, procedures and policies from time to time in force;
 - 3.4.7 follow all reasonable instructions from and on behalf of the Chief Executive;
 - 3.4.8 act in accordance with all decisions of the Council;
 - 3.4.9 use his/her best endeavours to promote the interests of the Council and at no time do anything that may bring the Council into disrepute or harm the Council in any way including in all dealings which the Executive may have in or relating to the selection of providers of services to the Council;
 - 3.4.10 comply with all statutory and constitutional obligations of the Council and imposed upon him/her as a result of this agreement.
- 3.5 The Executive shall not without the written consent of the Chief Executive either:
- 3.5.1 incur on behalf of the Council any capital expenditure in excess of such limits that may be delegated to the Executive from time to time,
 - 3.5.2 enter into on behalf of the Council any commitment, agreement or arrangement which is outside the Council's normal course of business, or outside the Executive's normal duties or contains unusual or onerous terms.
- 3.6 The Executive acknowledges that at all times during his/her employment, including during any period of suspension in accordance with clause 19 or while on garden leave in accordance with clause 18, he/she will be subject to his/her duty to render faithful service to the Council and to his/her duty, unless there is reasonable and proper cause, not to conduct himself/herself in a manner calculated or likely to destroy or seriously damage the relationship of confidence and trust between the parties. The Council may at any time appoint any person or persons to act jointly with the Executive to discharge his/her duties and functions (if any) under this Agreement.
- 3.7 If the Executive accepts any other post or office outside the Council with any other body or organisation with which the Council is a partner or in which the Council has any interest or with which the Council has any involvement, the Executive will resign immediately from that post or office when his/her employment with the Council ends

(however his/her employment terminates i.e. by way of resignation or dismissal or mutual agreement or frustration of contract).

4 Reporting

The Executive shall at all times keep the Chief Executive promptly and fully informed (in writing if so requested) of the conduct of the business or affairs of the Council or of any Partner and provide such information, explanations and assistance that the Chief Executive may require in connection with the Council's business or, where relevant, that of the Partner.

5 Normal hours

The Executive shall work such hours as may be required for the proper performance of his/her duties (including work in the evenings and at weekends and attending out of hours meetings if necessary) and without any additional remuneration. The Executive agrees that his/her employment under this Agreement falls within Regulation 20 of the Working Time Regulations 1998 i.e. the 48 hours working week restriction does not apply to his/her employment.

6 Place of work

6.1 The Executive's normal place of work is X and/or such other place of business of the Council and/or at such other addresses as the Council may require on either a temporary or indefinite basis, including, for the avoidance of doubt, the place of business of any of the Council's Partners. The Executive will be given reasonable notice of any temporary or permanent change in his/her place of work.

6.2 In performing his/her duties under this Agreement, the Executive may be required to travel inside and outside the United Kingdom. The Executive agrees to do so and agrees to abide by the Council's expenses policy in claiming travel and subsistence and entertainment expenses, which may change from time to time (see Clause 8 below).

7 Salary

7.1 The Council will pay the Executive a gross annual salary of £X which will accrue day to day (i.e. one day's pay will be calculated at 1/365th of annual salary) and be payable on the 15th day of each calendar month.

7.2 The Executive's salary will be reviewed annually on 1 April. There is no contractual right to any salary increase and no contractual obligation on the Council to increase the Executive's salary.

7.3 The Council will be entitled at any time during the term of this Agreement to deduct from the Executive's salary any monies due from the Executive to the Council including but not limited to any outstanding loans, advances and holiday taken in excess of the Executive's contractual entitlement and any overpayments made by mistake or otherwise.

8 **Expenses**

The Executive will be reimbursed by the Council for all reasonable travel, hotel subsistence and other expenses reasonably incurred by him/her in the proper performance of his/her duties, subject to him/her complying with such guidelines or regulations issued by the Council from time to time in this respect and to the production to the Council of such receipts or other evidence of actual payment of the expenses as the Council may require.

9 **Pension**

The Executive is eligible for membership of the Local Government Pension Scheme subject to the rules of such pension scheme from time to time in force.

10 **Holiday**

10.1 The Executive is entitled to annual leave in each Holiday Year, in addition to all public and bank and statutory holidays, to be taken at such times or time as may be approved by the Council. Annual leave entitlements stated as number of working days by reference to the Executive's Level and length of continuous employment by the start of the Holiday Year are shown in the table below.

<i>Level</i>	1- 4 yrs service completed	5 yrs service completed	6 yrs service completed	8 yrs service completed	10 yrs service completed
<i>Level B and C</i>	30	30	31	32	33
<i>Level A</i>	36	36	37	38	39

10.2 The Executive will accrue holiday on a pro rata basis throughout each Holiday Year.

10.3 The Executive may with the consent of their line manager carry forward up to 5 days of the unused part of their holiday entitlement to a subsequent year. Any such holiday entitlement which is carried forward must be taken within the next Holiday Year.

10.4 Subject to clause 10.5 below upon termination for whatever reason as appropriate the Council may make to the Executive a payment in lieu of outstanding holiday entitlement or the Executive will be required to repay the Council any payment received for holiday taken in excess of the Executive's actual entitlement, in which case the Executive authorises the Council to make deductions in respect of the same from the Executive's final salary payment.

10.5 The Council reserves the right to require the Executive to take any outstanding holiday entitlement during any notice period or period of suspension or gardening leave.

10.6 Any taking by the Executive of annual leave shall be treated as the taking of his/her statutory entitlement to leave under the Working Time Regulations 1998 and as the taking of his/her contractual entitlement to annual leave if and only if he/she has fully taken his/her statutory entitlement.

11 **Sickness**

11.1 The Executive may be paid normal salary, occupational sick pay (OSP), inclusive of Statutory Sick Pay (SSP) subject always to the following conditions and when sickness absence is occasioned by the Executive's personal sickness or injury and not by the ill health of a member of their family or bereavement.

11.2 OSP may be paid up the following maximum amounts (inclusive of any SSP). These benefits may be extended at the sole discretion of the Chief Executive.

- First year of service: one month's full pay and, after four months' service, two months' half pay.
- Second year of service: two months' full pay and two months' half pay.
- Third year of service: four months' full pay and four months' half pay.
- Fourth and fifth year of service: five months' full pay and five months' half pay.
- After five years' service: six months' full pay and six months' half pay.

11.3 In order to be in receipt of any OSP the Executive must at all times abide by all of the requirements of the Council's rules, policies and procedures in place from time to time including providing satisfactory medical evidence of personal sickness, injury and incapability – rendering the Executive incapable of working or undertaking any duties that the Council considers it would be reasonable to expect the Executive to do. For the avoidance of doubt, the Employee agrees the payment of any OSP is limited to those sums referred to in clause 11.2 above.

11.4 Any salary paid by the Council in respect of any period of personal incapacity for work i.e. illness or injury resulting from the negligence of a third party, shall be a loan only recoverable by the Council out of any damages awarded and paid, or out of any settlement or compensation paid to the Executive by way of loss of earnings.

11.5 In the event of the Executive being unable to undertake his/her duties and responsibilities because of their personal sickness, injury or incapacity, he/she may at any time be required to undergo a medical examination by a suitably qualified

medical practitioner nominated by the Council, for which it will bear all necessary costs. The Executive agrees to give his/her informed consent for any and all relevant medical records from their GP and/or specialist to be disclosed to the physician of the Council's choice and agrees that any resulting medical report may be disclosed to the Chief Executive or a designated deputy. Any such Report will be restricted to a diagnosis and prognosis, advice as to any reasonable adjustments that may be made and advice on such other matters as the Council considers reasonable to be sought from the physician.

- 11.6 In the event that the Executive's GP and/or specialist takes a different view concerning whether the Executive is fit for work during a given period, the Council will be entitled to prefer the view of the physician of its choice.

12 **Politically Restricted Post**

The Executive's post is automatically designated by the Council as politically restricted under the Local Government and Housing Act 1989 and Local Government Officers (Political Restrictions) Regulations 1990. Accordingly the Executive is restricted from participating in the following activities:-

- a. Candidate for public elected office other than a Town, Parish or Community Council
- b. Holding office in a political party
- c. Canvassing at elections
- d. Speaking to the public at large or publishing any written work that could give the impression that they are advocating support for a political party

In view of the statutory nature of these restrictions, the Executive agrees that any breach of the restrictions may amount to an act of gross misconduct leading to the termination of his/her contract of employment. If the Executive believes that the post is exempt from political restriction, as explained above, he/she can appeal to his/her line manager for this to be reviewed.

13 **Other Interests**

- a. The Executive shall devote all of his/her time to the Council and shall not (unless otherwise agreed in writing by the Council) undertake any other business or profession or be or become an employee or agent of any other body or other person or assist or have any financial interest in any other business or profession.
- b. The Executive confirms that he/she has fully disclosed to the Council in writing all circumstances in respect of which there is, or there might be, a conflict of

interest between the Council and the Executive or the Executive's close associates, and he/she agrees to fully disclose to the Chief Executive any such circumstances which may arise during this Agreement.

14 Confidential Information

- a. The Executive acknowledges that in the course of his/her employment, he/she will obtain, have access to and use information belonging to the Council or any Partner that is confidential and will relate to the Council's (or if applicable) to a Partner's present and future commercial interests and continued operation. The Executive agrees and acknowledges that all such information and knowledge, whether or not in writing, concerning the Council and or its tenants, service users, clients or business and or any Partner is the exclusive property of the Council or (if applicable) of that Partner. For the purposes of this agreement, such information is Confidential Information.
- b. Either during or after the Executive's employment the Executive will not disclose any Confidential Information to any third party or use the same for any purpose other than carrying out the terms of his/her employment unless and until such confidential information is or has become public knowledge (unless this occurs through a breach of this Agreement or any other unlawful act of the Executive), provided that he/she will not be precluded from disclosing Confidential Information to the extent he/she is required to do so by law or court order, provided that he/she shall use all reasonable endeavours to give the Council prior notice of any such disclosure and shall limit such disclosure to that which is legally required.
- c. The restrictions contained in this clause do not apply to:
 - i. any disclosure authorised by the Council or required in the ordinary and proper course of the Executive's employment, or
 - ii. any information, or Confidential Information that the Executive can demonstrate was known to him/her prior to the commencement of his employment by the Council, or
 - iii. a protected disclosure by the Executive, in accordance with the provisions of the Employment Rights Act 1996.
- d. The Executive shall maintain all necessary and proper security precautions when in the possession of Confidential Information and shall not remove from the Council's premises, or allow others to remove from the Council's premises, any records of Confidential Information, save only to the extent that it is strictly necessary for the proper performance of the Executive's or the relevant person's duties to the Council. The Executive must comply with the Council's standards, rules and procedures relating to confidentiality of information in electronic form.
- e. The Executive must, at the request of the Council at any time, promptly delete all Confidential Information from any computer disks, tapes or other reusable material in his/her possession or under his/her control and destroy all other

documents and tangible items in his/her possession or under his/her control which contain or refer to any Confidential Information.

15 Intellectual property

- a. The Executive acknowledges that he/she owes to the Council a special obligation to further the interests of the Council including in, but not limited to, its dealings with its Partners.
- b. The Executive acknowledges that all Employment IPRs and materials embodying them shall automatically belong to the Council to the fullest extent permitted by law. To the extent that they do not vest in the Council automatically, the Executive holds them on trust for the Council and undertakes to execute all documents and do all acts both during and after his/her employment by the Council as may, in its opinion, be necessary to vest the Employment IPRs in the Council.
- c. The Executive agrees and undertakes to the Council:
 - i. to give the Council full written details of all works embodying Employment IPRs made wholly or partially by the Executive at any time during the course of his/her employment promptly on their creation;
 - ii. at the request of the Council, and in any event upon termination of his employment, to give to the Council all documents and materials in any form whatever (and all copies or abstracts of them) which record or relate to any of the Employment IPRs and their creation, or which may be requisite to enable the Council to exploit the Employment IPRs to its or their best advantage, which are in his/her possession, custody or power;
 - iii. to keep confidential any Employment IPR unless the Council has consented in writing to its disclosure by the Executive; and
 - iv. not to register or attempt to register any Employment IPR unless requested to do so in writing by the Council.
- d. The Executive hereby irrevocably waives all of his/her present and future moral rights as may arise under the Copyright Designs and Patents Act 1988 and all similar rights in other jurisdictions relating to any copyright which forms part of the Employment IPRs, and he/her agrees not to support, maintain or permit any claim for infringement of moral rights in such copyright works.
- e. The Executive agrees and undertakes to the Council:
 - i. to execute all documents and do all acts both during and after his/her employment as may, in the opinion of the Council be necessary ,to register the Employment IPRs in the name of the Council and to protect and maintain the Employment IPRs; and

- ii. to give all necessary assistance to the Council to enable it to enforce its Intellectual Property Rights against third parties, to defend claims for infringement of third party Intellectual Property Rights and to apply for registration of Intellectual Property Rights, where appropriate throughout the world, and for the full term of those rights.
- f. All rights and obligations under this clause shall continue in force after termination of this Agreement in respect of Employment IPRs.

16. Preparation of Tenders and Contracts – Restrictions post termination

The following conditions apply to any post whose duties include the preparation of tenders or contracts and associated work which gives access to confidential information. For a period of six month following from the end of the Executive's employment (howsoever the employment ended), for any reason, the Executive shall not, without the written consent of the Council:

- a) On his/her own account, in competition with the Council:-
 - (i) tender for any Council contract for work of the type or class which he/she has been involved with (directly or indirectly) in the course of his/her employment by the Council during the twelve months preceding the date of termination
 - (ii) seek from a School Governing Body maintained by the Council ,or from a body or organisation in which the Council has an interest, work of the type or class which he/she has been involved with (directly or indirectly) in the course of his/her employment by the Council during the twelve months preceding the date of termination.
- b) Take any employment with, be a partner of, or provide advisory, consultancy or similar services (whether directly or indirectly) to any person, firm or company which has tendered for or is likely to tender for a contract for such work, or which has sought or is likely to seek such work, nor be a member or director of any such company.
- c) Disclose to any person or make use of any information in the Executive's possession related to the Council's business, tendering regulations, processes and procedures. Further the Executive shall not disclose to any person without the written consent of the Council any information relating to any contracts for such work.

The above restrictions are considered to be reasonable and legitimate in order to protect the Council from unfair competition. In the event that any (or all) of the restrictions are considered to be unjustifiably restrictive but would be valid/effective if some part were deleted, modifications may only be made following authorisation and agreement by the Chief Executive and the Council's legal service.

17 Return of Council property

The Executive shall promptly whenever requested by the Council and in any event immediately before or upon the termination of his/her employment deliver to the Council all property of the Council or any Partner, including but not limited to keys, mobile phone, computer equipment, all lists of clients or customers, correspondence and all other documents, papers and records (including, without limitation, any records stored by electronic means, together with any codes or implements necessary to give full access to such records), system designs, software designs, software programmes (in whatever media), presentations, proposals or specifications which may have been prepared by him/her or have come into his/her possession, custody or control in the course of his/her employment, and the Executive shall not be entitled to and shall not retain any copies hereof. Title and copyright therein shall vest in the Council.

18 Gardening leave

- a. If either party serves notice on the other, to terminate the Executive's employment under clause 20, the Council may require the Executive to go on gardening leave during all or any part of the period of notice.
- a. The Executive must not during any period of gardening leave, without the written consent of the Council go to any premises of the Council or any Partner, or contact or deal with any director, employee, customer, client or supplier of the Council or any Partner.
- b. The Executive acknowledges that the demands made by the Council in terms of this clause 18 shall not constitute a breach of contract of any kind whatsoever nor shall he/she have any claim against the Council as a consequence of being required to comply with this clause 18.
- c. The Executive shall, during any period of gardening leave, remain available to perform any duty requested by the Council which it considers reasonable and shall co-operate generally with the Council to ensure a smooth hand over of his/her duties. Should the Executive fail to make himself/herself available for work having been requested by the Council to attend, he/she shall, notwithstanding any other provision of this Agreement, forfeit his/her right to salary and contractual benefits in respect of such period of non-availability.
- d. The Council may appoint another individual to carry out the duties of the Executive during any period that he/she is on gardening leave in accordance with this clause 18.
- e. The Council will, during any period of gardening leave, continue to provide the basic salary and benefits due to the Executive.

19 Suspension

In order to investigate any potential dishonesty, gross misconduct, breach of any rules or policies or procedures or in any case of alleged gross dereliction of duty/gross negligence or any other circumstances which may give a right to the Council to terminate under clause 20, the Council is entitled to suspend the

Executive on full pay for as long as may be deemed reasonably appropriate by the Council to carry out a proper investigation.

20 Termination

- a. Either party may terminate the employment of the Executive by providing the other party with not less than 3 months' notice in writing. However where there is a fixed term appointment of up to 18 months either party may give the other 1 month's notice in writing to terminate this employment.
- b. The Council may at its discretion make a payment in lieu of notice, which will be made net of deductions for Income Tax, National Insurance contributions and for other matters for which deductions would normally be made, regardless of whether or by whom notice under clause 20.a has been given and in respect of the whole or the balance of the notice period which would otherwise be required under this clause. At the discretion of the Council, any such payment may be paid in monthly instalments following the termination of the employment and the Executive's entitlement to such payment shall be reduced to the extent that the Executive receives payment for work or services performed on his/her own account or for any other party during that time.
- c. For the avoidance of doubt the right of the Council to make a payment in lieu of notice does not give rise to any right on the part of the Executive to receive such a payment.
- d. The Council may terminate the employment of the Executive without notice or payment in lieu of notice:
 - i. if, in the opinion of the Council, the Executive is guilty of gross misconduct or has committed any serious or persistent breach of any of his/her obligations to the Council (whether under this Agreement or otherwise),
 - ii. if the Executive fails in the opinion of the Council to perform his/her duties competently,
 - iii. if the Executive is guilty of any conduct which in the opinion of the Council, brings the Council into serious disrepute.
- e. Any delay or forbearance by the Council in exercising any right of termination shall not constitute a waiver of it.
- f. The Council may terminate the employment of the Executive even if OSP would still be paid to the Executive if he/she had continued to be employed by the Council.

21 Termination payments

If the Executive's employment is terminated by reason of redundancy he may receive a redundancy payment under the Council's Restructure Policy, if applicable.

22 Data processing/Data Protection

- a. The Executive agrees that by signing this Agreement, he/she has given consent to the Council processing both electronically and manually the data it collects which relates to the Executive for the purposes of the administration and management of its employees and its business and for compliance with applicable procedures, laws and regulations. The Executive also consents to the transfer of such personal information to other offices the Council may have or to a Partner or to other third parties whether or not outside the European Economic Area for administration purposes and other purposes in connection with the Executive's employment where it is necessary or desirable for the Council to do so.
- b. In the event that the Council needs to process any "sensitive personal data" (as defined by the Data Protection Act 1998) in relation to him/her for its legitimate business needs, he/she agrees to sign on request such express consent as may be required to enable it to do so.
- c. The Executive agrees that by signing this Agreement he/she has given his/her express consent to the Council retaining all records for him/her in respect of any period of absence, including sickness absence.

23 Interception of telecommunications

Telephone calls made and received by the Executive using the Council's equipment and use of the Council's email system to send or receive personal correspondence may be recorded by the Council on its communications systems. Any recordings made shall at all times remain the property of the Council and, if necessary, will be used as evidence in the case of disputes with employees or clients.

24 Notices

- a. Any notice or other communication required or permitted to be given or made under this Agreement shall be in writing and may be delivered to the relevant party personally or sent by prepaid letter to the postal address of that party specified in this Agreement or sent by e-mail to the e-mail address of that party specified in this Agreement. Service at the last notified address shall be effective for the purposes of this Agreement notwithstanding the fact that either party may subsequently have changed its address without having notified the other party under the provisions of this Clause.
- b. Unless the contrary shall be proved each such notice or communication shall be deemed to have been received, if by letter, 24 hours after posting, if by personal delivery, when delivered and if by e-mail, on the day it was sent.

25 Effect of Termination

The expiration or determination of this Agreement shall not operate to affect such of its provisions as are expressed to operate or have effect after such expiration or determination and shall be without prejudice to any other rights or remedies of the parties.

26 Collective agreements

There are no collective agreements relating to terms and conditions of the Executive's employment with the Council.

27 Grievance and disciplinary procedure

- a. As a condition of employment the Executive is subject to and is required to conform to all and/or any rules and regulations applicable to employees of the Council that may from time to time be in force and to become thoroughly acquainted with those rules and regulations relevant to his/her work.
- b. The Executive is subject to the Council's disciplinary and grievance procedures, copies of which are available from the Council's Intranet.
- c. If the Executive wants to raise a grievance, he / she may apply in writing to their line manager in accordance with the Council's grievance procedure.
- d. If the Executive wishes to appeal against a disciplinary decision they may apply in writing to the Head of HR in accordance with the Council's disciplinary procedure.
- e. The disciplinary, grievance and other Council policies and procedures relating to the Executive's employment are not contractual and as such there is no contractual obligation to follow any such policy or procedure or any contractual entitlement that such policies or procedures be applied to the Executive.

28 Arbitration or Mediation

In the event of any dispute over the terms of this Agreement or in connection with any grievance or dispute during the Executive's employment or in relation to its termination, howsoever it is caused, the Council and the Executive (the parties) agree to submit the dispute to Arbitration or Mediation. The parties agree to choose an Arbitrator or Mediator from one of three such persons, proposed by the Council. The costs of such arbitrator/mediator will be borne by the Council.

29 Other agreements

- a. The Executive warrants and undertakes that they are not nor will not be in breach of any former employment contract by accepting employment with the Council. He/she further warrants and undertakes that he/she has shown a copy of their former employment contract to the Head of Human Resources (or his/her designated deputy) which confirms that the Executive would not be in breach of any confidentiality obligations, post termination restrictions or conflict of interest clauses.
- b. The Executive acknowledges and warrants that there are no agreements or arrangements whether written, oral or implied between the Council and the Executive relating to the employment of the Executive other than those

expressly set out below and that he/she is not entering into this Agreement in reliance on any representation not expressly set out herein.

30 Entire Agreement

This agreement and any document referred to in it constitutes the entire agreement between the parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

- a. Each party acknowledges that in entering into this agreement it does not rely on, and shall have no remedies in respect of, any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this agreement.
- b. Each party agrees that it shall have no claim for innocent or negligent misrepresentation or negligent misstatement based on any statement in this agreement.
- c. Nothing in this clause shall limit or exclude any liability for fraud

31 Variation

The terms and conditions of this Agreement will normally only be varied with the consent of both parties. However, the Council reserves the right to vary any of these terms and conditions after such period of consultation with the Executive as it considers reasonable.

32 Governing Law

This Agreement shall be governed by and interpreted in accordance with the laws of England and each of the parties submits to the jurisdiction of the English courts as regards any claim or matter arising under this Agreement. Any delay by the Council in exercising any of its rights under this Agreement will not constitute a waiver of such rights.

Signed by

Signed by

For and on behalf of **London Borough of Haringey**

BUILDING A STRONGER HARINGEY TOGETHER OUR VALUES



Job Description - Generic Role Profile

This is a generic Job Description. The Executive accepts that these duties will change from time to time, that duties may be removed by the Council at its discretion, that other duties may be added or substituted by the Council at its discretion and that he/she may be required to undertake any other duties within the Council or any Shared Service as they may be directed from time to time.

Report for: Staffing and Remuneration Committee
14 December 2015

Item number: 9

Title: Workforce Plan - Tier 3 Review

Report authorised by: Nick Walkley, Chief Executive and Head of Paid Service

Lead Officer: Jacquie McGeachie, Assistant Director Human Resources and SSC, Ext 3172, jacquie.mcgeachie@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 The Council faces a series of significant challenges and opportunities over the medium term. Responding to these will require a Council structure that is flexible, has the capacity to develop strategic options and also ensures excellent outcomes and service delivery. Following a review of the Council's Director and Assistant Director structure the Head of Paid Service committed to Corporate Committee in September 2013 that a review of the 'Heads of Service' would be carried out.
- 1.2 The aim of the review was to improve the capability of the organisation by establishing a tier of managers that focuses on tactical development and delivery. These managers will support the Corporate Leadership Group (CLG) in delivering the Corporate Plan and be granted significant delegated authority. They are required to be an identifiable cohort with their own business plans and corporate responsibilities. These managers are responsible for developing detailed proposals and delivery plans that make up individual budgets to achieve the Medium Term Financial Strategy.
- 1.3 The Review is taking place concurrently with the Senior Manager Pay and Grading Review with an aim to reward our senior managers fairly, transparently and consistently.

2. Cabinet Member Introduction

Not applicable for this item.

3. Recommendations

The Staffing and Remuneration Committee is asked to note:

- a) the revised senior management Structure Charts at Appendix A.

4. Detailed Proposals

4.1 Structure Charts

- 4.1.1 Using a generic role profile the Corporate Leadership Group (CLG) created their Head of Service roles, with support from the Human Resource (HR) team. These managers are regarded as the Council's tier 3 as they report to Directors and Assistant Directors at tier 2. There were some new roles but most were broadly similar to existing roles, however the corporate contribution of all tier 3 managers has been enhanced.
- 4.1.2 These roles were evaluated using the Hay Guide Chart methodology. Hay Group job evaluation is used by 24 other London boroughs to evaluate senior manager roles against three dimensions – know how, problem solving and accountability. The detailed outcome of the evaluations can be seen at Appendix A. There has been a reduction in roles reporting to Directors and Assistant Directors to create a smaller number of more significant roles.
- 4.1.3 The levels and associated pay bands applied form part of the Senior Manager Pay and Grading review, which is running alongside the review of the Tier 3 roles. To summarise the roles are as follows:

	Grade	Number	Total
SLT	A2	1	4
	A1	3	
Director / AD	B2	7	22
	B1	15	
Head of Service / Senior Professional III	C3	14	63
	C2	22	
	C1	27	
		Total	89

4.2 Structure Changes

- 4.2.1 The review of the Council's Heads of Service prompted further discussion by the Senior Leadership Team (SLT) regarding the principles to underpin the structural design. Some amendments to existing structures are being considered. The key changes include:
- Arts and Culture to move from AD Customer Services to the AD Commissioning.
 - The Corporate Delivery Unit to move from the Deputy Chief Executive (DCE) to the Chief Operating Officer (COO).

- The Council has commissioned the Business Improvement Team to undertake a review of Performance Management, Informatics, Insight and Intelligence.
- The Violence against women and girls service to be moved from the AD Environmental Services and Community Safety to the Director of Public Health.
- The Energy Teams to be centralised within the AD Regeneration team.

4.3 **Managers in scope**

- 4.3.1 In reviewing the managers potentially in scope of the review CLG were requested to put forward names of managers whose roles were considered to meet the requirements of the Tier 3 generic role profile. Almost 70 managers were then included in a series of development activities. These managers ranged in grade from PO8 up to SM4.
- 4.3.2 Of the current Senior Manager population seven managers are currently known to be at risk of redundancy due to changes in their structure. This number may increase / decrease slightly as each Service carries out a detailed consultation with their affected teams. Every restructure will be conducted in line with the Restructure Policy and meaningful consultation will take place with those affected and the Trade Unions.

4.4 **Approaches to Recruitment and Selection**

4.4.1 Assimilations and Ring Fences

Subject to appropriate restructures and consultation it is the intention, where roles are substantially unchanged, to assimilate as many senior managers as possible.

In addition there are a number of proposed posts which are either currently vacant or newly designed. These roles will be considered for Ring Fences and / or be advertised.

4.4.2 Assimilation Development Interviews

All managers assimilated in this exercise will be invited to participate in an assimilation development interview. The assessment provides an opportunity to assess our managers against the Leadership Qualities and Values. The outline for the assessment is:

- Manager Presentation – 8 minutes
- Questions arising from Presentation – 5 minutes
- Q&A Session – 40 minutes
- Reflection time – 5 minutes
- Final summary/questions – 5-7 minutes

Managers will be asked to prepare an 8-minute presentation answering the following question, taking evidence from the development activities undertaken, including the 360 feedback process:

What outcomes has your leadership delivered for our residents? What are your development needs in order to deliver more?

The Q&A session is to focus on the Leadership Qualities, with suggested questions given in an Assessor Guide. It is recommended that the Assessors include the Assistant Director of the Service and at least one member of SLT.

Following the assessment the tier 3 manager will produce, based on feedback a detailed development plan.

4.5 Development Activity

4.5.1 Those managers regarded as 'in scope', see Section 4.3, have undertaken a series of development activities. This included an invitation to three half day workshops to improve knowledge and understanding of the Leadership Qualities. Feedback from these has been excellent and a shortened version of these workshops will be included in the induction of all new senior managers. Managers were also invited to participate in a 360 Feedback exercise the results of which is summarised below.

4.5.2 360 Feedback Exercise

A 360 degree feedback process was designed to help our senior managers compare how they see their leadership capabilities with how others see them. The term 360 degree reflects the fact that the feedback is gathered from all around the individual, from their direct reports, their peers and their own line manager.

By considering how others perceive their strengths and weaknesses and comparing these perceptions with their own, the manager is able to identify areas where they can improve their leadership capability and make plans to achieve their developmental goals

Almost 70 senior managers took part in the 360 feedback exercise. The key finding is that the overall scores for this cohort are strong. However scores given by line managers were marginally less than those provided by the participant, their peers and direct reports.

There are higher scores around Achieving Ambitious Outcomes and Service Excellence. This suggests a leadership group that are driven to achieve against challenging targets and are relentlessly focussed on delivering to customers and residents, taking proactive action when needed. Colleagues and managers are supportive to each other and managers are approachable. There are also high scores around communicating and listening to others, which when combined with high scores round internal collaboration presents a leadership group that builds strong relationships with others and works hard to communicate effectively in order to 'get things done'. On the whole a logical thinking group that are seen to be able to solve complex issues effectively.

To balance the above there were also some emergent risks from the results. Scores around creativity and innovation are lower compared to other areas, suggesting leaders will revert to tried and tested methods as opposed to new ideas. This is despite encouraging their teams to seek improvements and better ways of working. Scores around defining clear vision and inspiring and motivating others are lower compared to other areas, suggesting leaders are less adept at that form of visible leadership. There is seen to be limited consultation around the organisation, likely to be driven by a focus on achievement and results. External networks are not seen as being as strong as those that are internal. The extent to which leaders are able to adapt their style and have strong personal impact is not so strong.

The key findings from this exercise have fed into the proposed assessment exercise as well as being fed into the work of the Leadership and Management Faculty in the Haringey Academy.

4.6 Corporate Management Group (CMG)

4.6.1 The current CMG is made up of a range of grades and roles and is inconsistent in terms of its makeup, with over 120 people being invited to each meeting. The terms of reference for this group are also not clearly known and in need of review.

4.6.2 From the next financial year this group is to be made up of managers in roles that sit within Level C and above and who are direct reports to a CLG or SLT member. This group can have a powerful impact on the Council if they are seen as a cohesive group that works together for the benefit of the achievement of the corporate plan. Proposals around their remit include:

- Create cross service working on a creative / innovative project
- Have consistent corporate objectives, for example:
 - Being allocated a community / Ward link
 - Be tasked with creating an external network
 - Create a vision for Service and share that within team that links back to the Priority Boards / Corporate plan
 - Accountable for budget and workforce plans

4.7 Trade Unions

The Trade Unions have been briefed on the Tier 3 Review, including the ongoing review of Senior Manager Pay and grading. They will be kept informed of proposed changes and outcomes and be consulted by Directors / ADs on any restructures required as a result.

5. Alternative options considered

One option was to put all senior managers in this cohort 'at risk' and designing all brand new roles which these managers would then have to apply for. This was considered too much of a risk in the current demanding climate and

therefore the review has been designed to minimise disruption, whilst also achieving the aims as stated above in Section 1.

6. Background information

- 6.1 As detailed above in Section 1 this review was prompted by the Head of Paid Service review of his Director and Assistant Director structure in 2013. This was introduced after extensive consultation and agreement provided at the time that the next tier down in the organisation would be reviewed to support CLG in achieving their stretching targets.
- 6.2 The Senior Manager Pay and Grading Review has run alongside the review of the Tier 3 roles.
- 6.3 The existing structure does not have a clearly defined Tier 3 structure, with over 110 direct reports to Directors and Assistant Directors. Sixty three Level C roles have proposed and the impact on the organisation in terms of redundancies is minimal.

7. Contribution to strategic outcomes

- 7.1 Creating a stronger tier of senior managers in the Council who report into the Directors and Assistant Directors is key to achieving the Council's Corporate Plan. The development activity already undertaken and which will be planned will support the creation of an agile workforce with the right skills in the right place at the right time.

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

8.1 Assistant Director of Corporate Governance

The staffing restructures envisaged in this report should be conducted in accordance with the Council's Restructure Policy. This will reduce the risk of successful unfair dismissal claims being brought by the Council by employees made redundant as a result of the restructures.

- 8.2 **Chief Finance Officer** has been consulted on this report and has the following comments.

This report needs to be read in conjunction with other reports on this agenda specifically, the proposed senior managers pay and grading report and the proposed changes to senior managers contract report.

The committee is being asked in this report to note the proposed Tier 3 structure with approval to move to implementation, subject to affordability, being proposed in the report on the proposals for senior managers pay and grading.

9. Equality

- 9.1 An employee Equalities Analysis has been undertaken and will be repeated in April 2016 when it is anticipated that the majority of posts at Level C will be filled.
- 9.2 The main finding was that although there is evidence that some equality strands, for example men, and those employees aged between 45 – 54 are more likely affected by the proposals when compared to their comparators, this is due to the profile of those affected by the change. There is no evidence to suggest that any equality groups will be disadvantaged by the proposal as all employees are being treated equally.
- 9.3 The job evaluation process that is required to fulfil the new tier 3 structure will require monitoring to assess whether there is any unintended adverse impact on any equality strand stemming from the changes. HR will continue to monitor the implementation of the proposal and will be liaising with the Trade Unions throughout the entire process.

10. Use of Appendices

Appendix A – Proposed Tier 1-3 Organisation Charts

11. Local Government (Access to Information) Act 1985

No relevant documents required here.

Structure Charts

See PowerPoint Charts – appended as a separate document

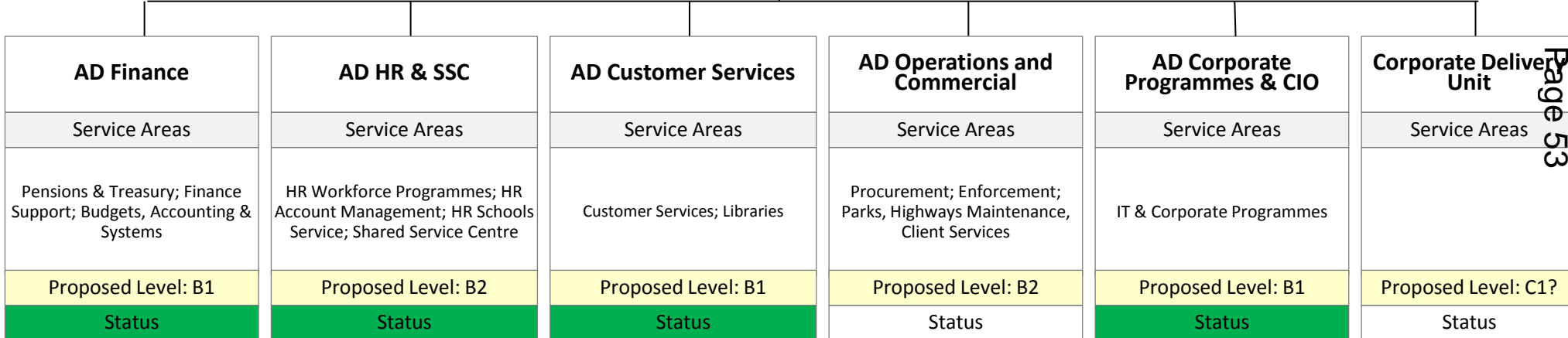
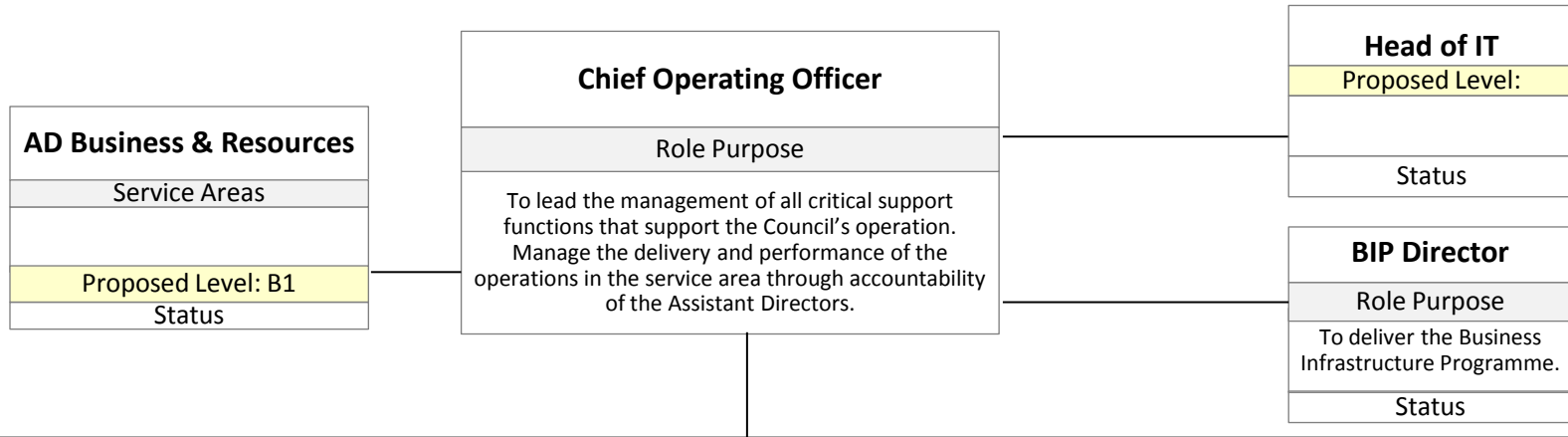
Haringey Tiers 1-3 Organisational Structure Charts

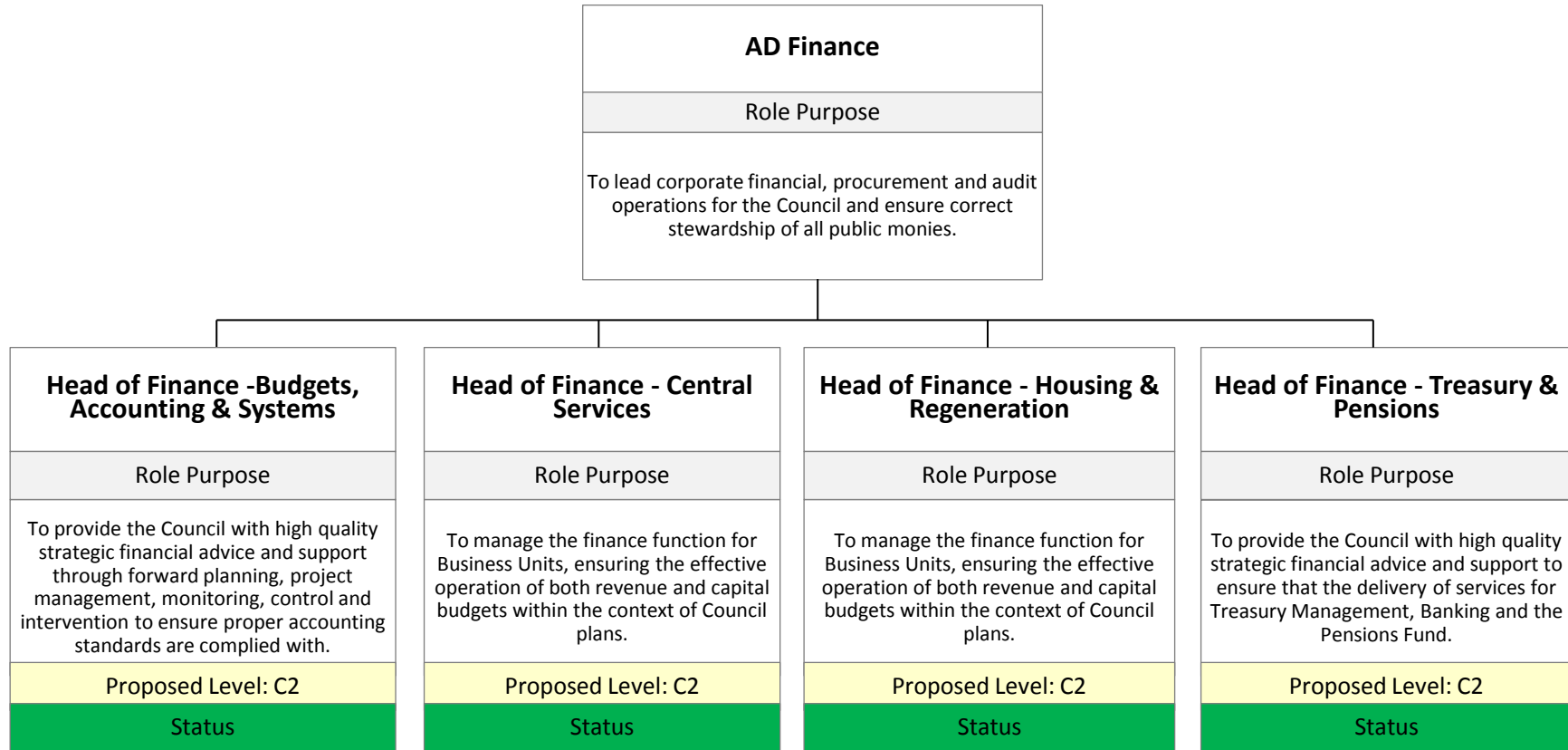
Chief Executive

Chief Executive	
Role Purpose	
<p>The Chief Executive is Head of the Council’s paid service. He or she is the main link between Council Members and Officers promoting positive and open communications between them and ensuring strategic priorities are implemented in an appropriate and accountable manner. They will also be the principal adviser on matters of general policy, giving advice at Council and Committee meetings.</p> <p>The Chief Executive focuses upon forward planning, overall organisational performance and promoting the cultural change necessary to achieve all round service excellence.</p>	
Proposed Level: A2	Status

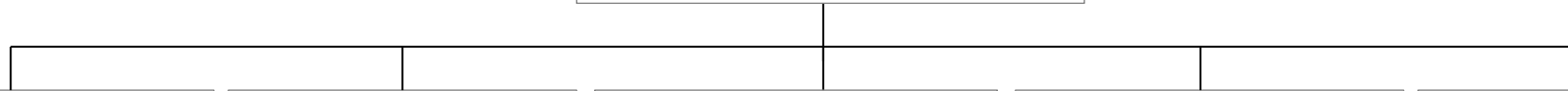
Chief Operating Officer (Section 151 Officer)	Deputy Chief Executive	Director of Regeneration, Planning & Development	AD Corporate Governance (Monitoring Officer)	Head of Policy & Business Management
Role Purpose	Role Purpose	Role Purpose	Role Purpose	Role Purpose
To lead the management of all critical support functions that support the Council’s operation. Manage the delivery and performance of the operations in the service area through accountability of the Assistant Directors.	To manage the delivery and performance of the service area through the accountability of the Directors and Assistant Directors. Provide leadership and guidance to the senior management team regarding the allocation of resources, risk management, change management and leadership behaviours.	This role has responsibility for the place making strategy for the Council. It will provide the corporate direction for and ensure the effective delivery of high quality regeneration strategies	To be responsible for the strategic development, management and provision of the corporate governance framework for the Council. The post holder will be responsible for design and uphold high standards of corporate governance.	Support the Chief Executive and Leader in implementing their objectives, including through working closely with the Senior Leadership Team, communications and, transformation programmes and wider organisation.
Service Areas	Service Areas	Service Areas	Service Areas	Service Areas
Finance; HR & SSC; Customer Services; Libraries; Corporate Programmes; IT; BIP; Operations & Commercial; Corporate Delivery Unit	Children’s Services; Adults Services; Public Health; Communications; Commissioning; Chief Executive Alexandra Palace	Planning; Tottenham Programme; Regeneration; Property & Capital Projects	Legal Services; Audit & Risk Management; Democratic & Committee Services; Electoral Service	Leader & Cabinet Support; Policy Strategy Team; SLT Executive Assistants
Proposed Level: A1	Proposed Level: A1	Proposed Level: A1	Proposed Level: B1	Proposed Level: C2
Status	Status	Status	Status	Status

Chief Operating Officer





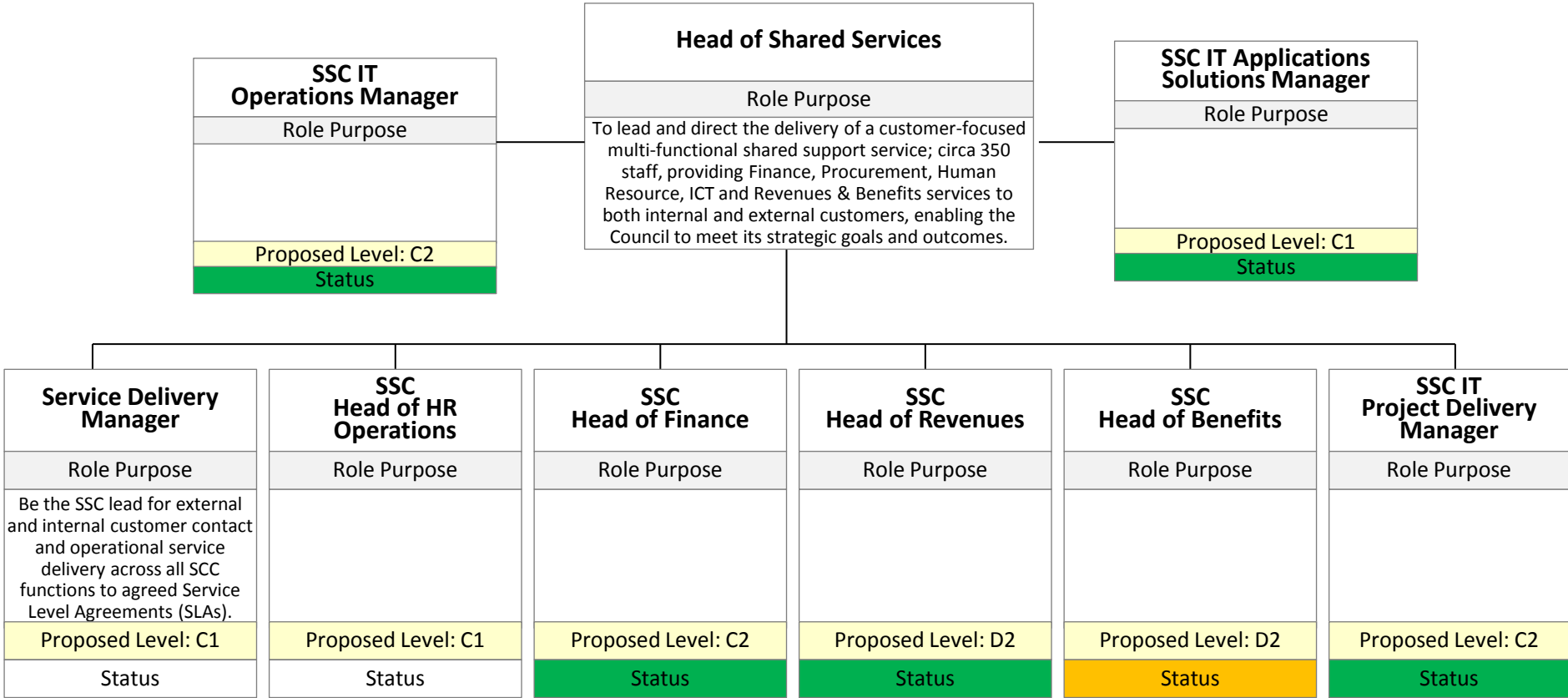
AD HR & SSC
Role Purpose
To lead, manage and be accountable for the performance, development and implementation of robust HR and organisational development strategies.

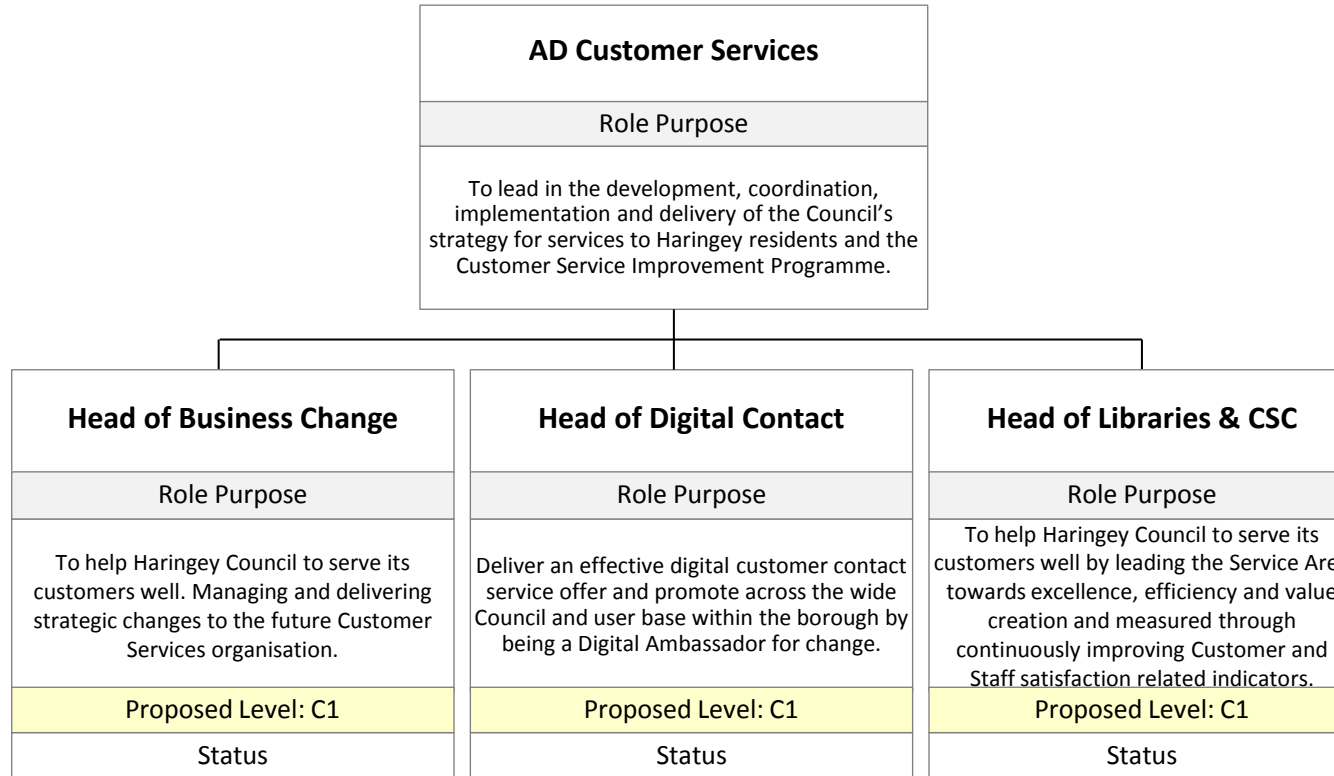


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Reward Strategy Manager	Head of Business Support	Head of Shared Service	Head of Workforce Programmes	Head of People and Change
Role Purpose	Role Purpose	Role Purpose	Role Purpose	Role Purpose
To lead on the design, development & implementation of new pay & grading structure for all Local Government Services, Chief Officer and Senior Manager employees to service standards.	Overall management of the business support service. Defining the detailed operating model and service offer for business support services with Assistant Directors and Heads of Service	To lead and direct the delivery of a customer-focused multi-functional shared support service; providing Finance, Procurement, Human Resource, ICT and Revenues & Benefits services to both internal and external customers.	The provision of strategic and operational delivery of all organisation development and enabling activities, maximising staff engagement whilst ensuring organisational effectiveness through a period of significant change.	The professional lead for HR in Haringey Council and ensures the provision of timely and relevant professional advice, both strategic and tactical terms, on people management and change.
Proposed Level: C1	Proposed Level: C1	Proposed Level: C3	Proposed Level: C2	Proposed Level: C3
Status	Status	Status	Status	Status

Shared Service Centre (SSC)

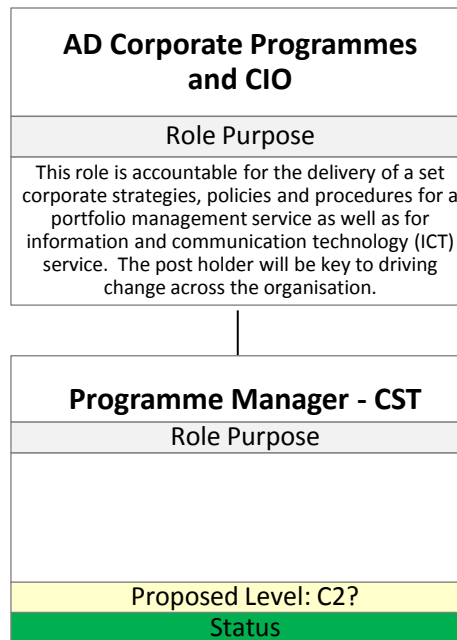




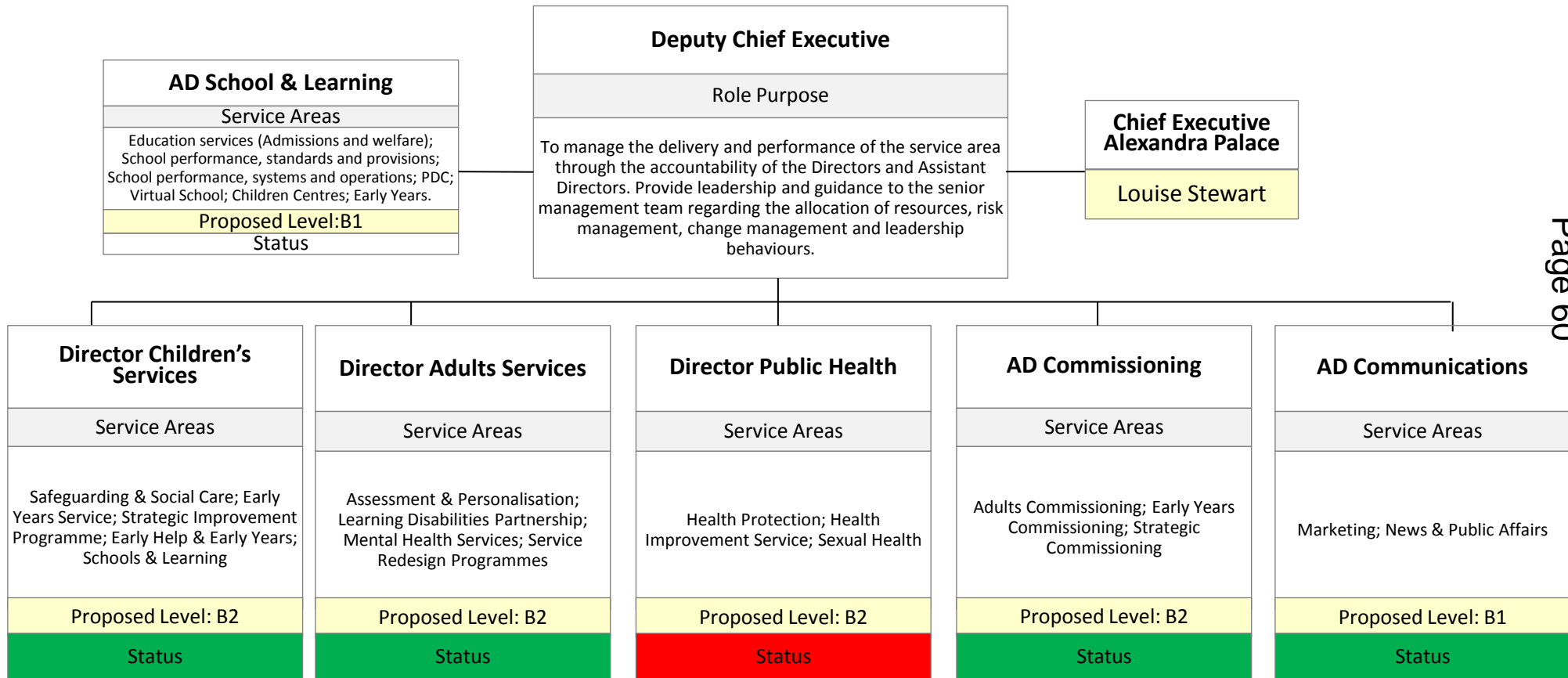
AD Operations and Commercial
Role Purpose
To provide clear leadership and guidance to a diverse portfolio of service teams frontline operational services to the residents of Haringey and to the Council.

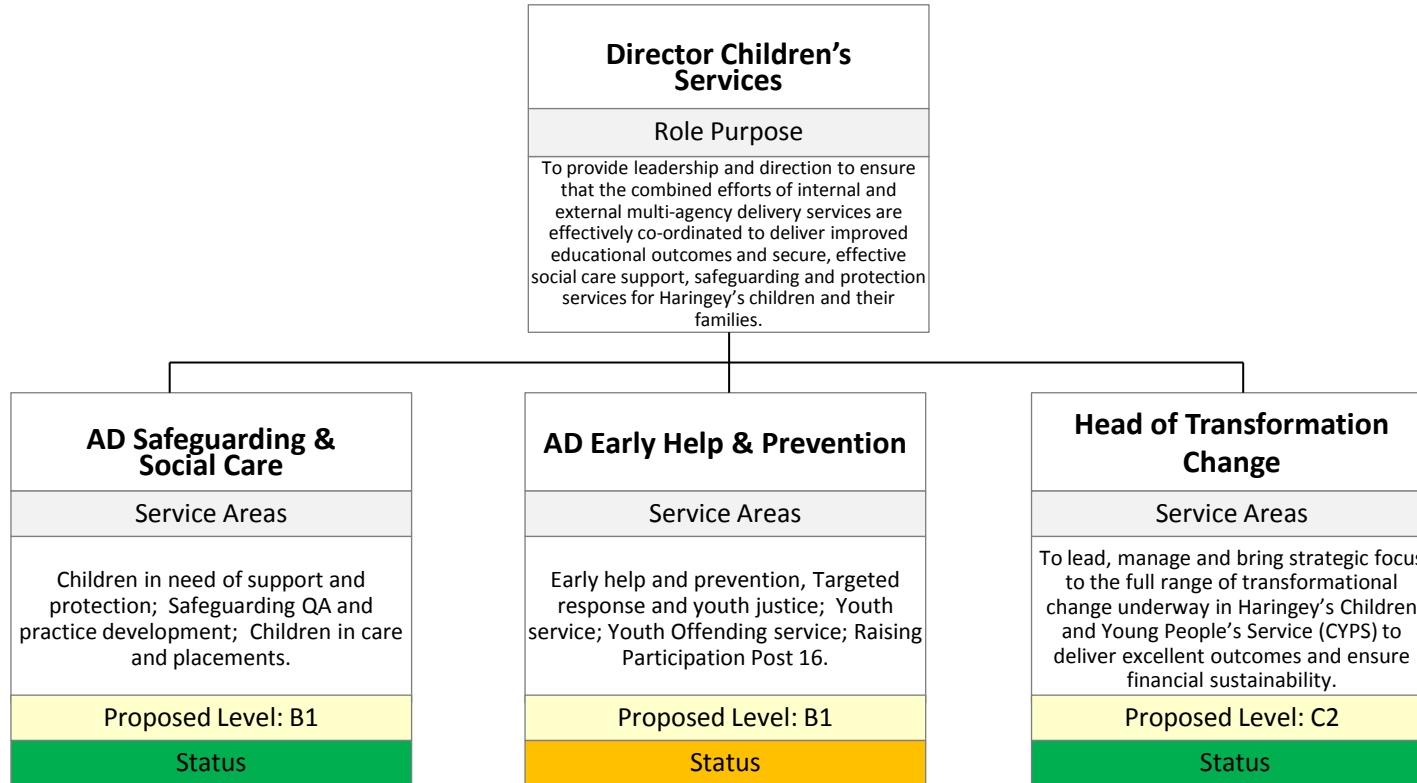
Head of Commercial & Procurement	Head of Enforcement	Head of Operations	Head of Client Services	Programme Manager (Priority)
Role Purpose	Role Purpose	Role Purpose	Role Purpose	Role Purpose
Management of a professional, customer-focused service for the strategic procurement of a portfolio of products (goods, services, works) which meets the needs of customers and progressively achieves efficiency savings for the Authority.	To develop and implement the council's strategic and operational approach to Joined up enforcement.	To provide strategic and operational leadership to ensure that the provision of in-house Environmental services are the best in London and deliver outcomes that improve the lives of Haringey's citizens.	Strategic and operational responsibility for the effective Client Management of internal services, Homes for Haringey (ALMO) and external contracts, to achieve excellence in service delivery at an affordable price.	Accountable for leading the delivery of a complex portfolio of cross-cutting, high value projects.
Proposed Level: C3	Proposed Level: C2	Proposed Level: C3	Proposed Level: C3	Proposed Level: C2?
Status	Status	Status	Status	Status

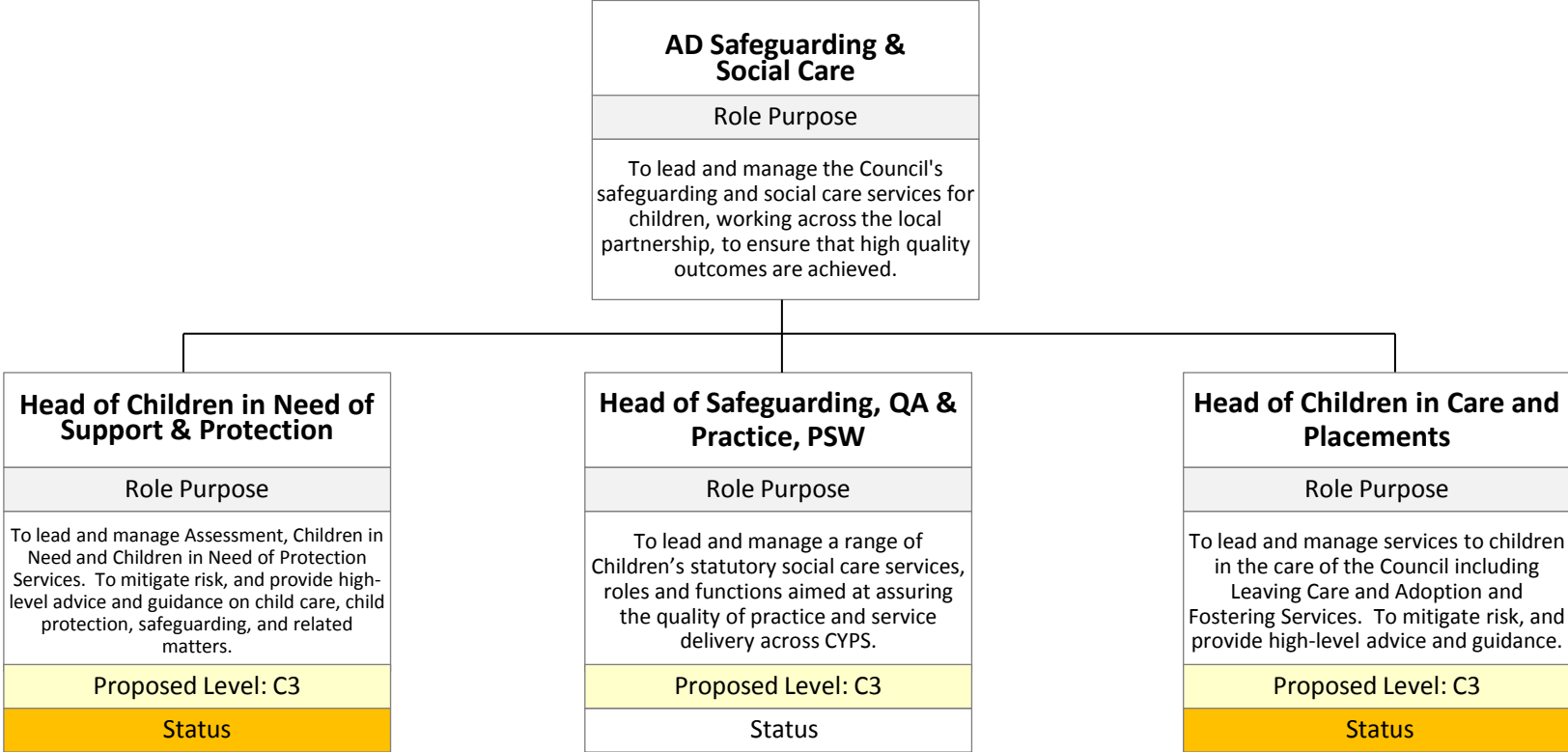
Corporate Programmes & Chief Information Officer (CIO)



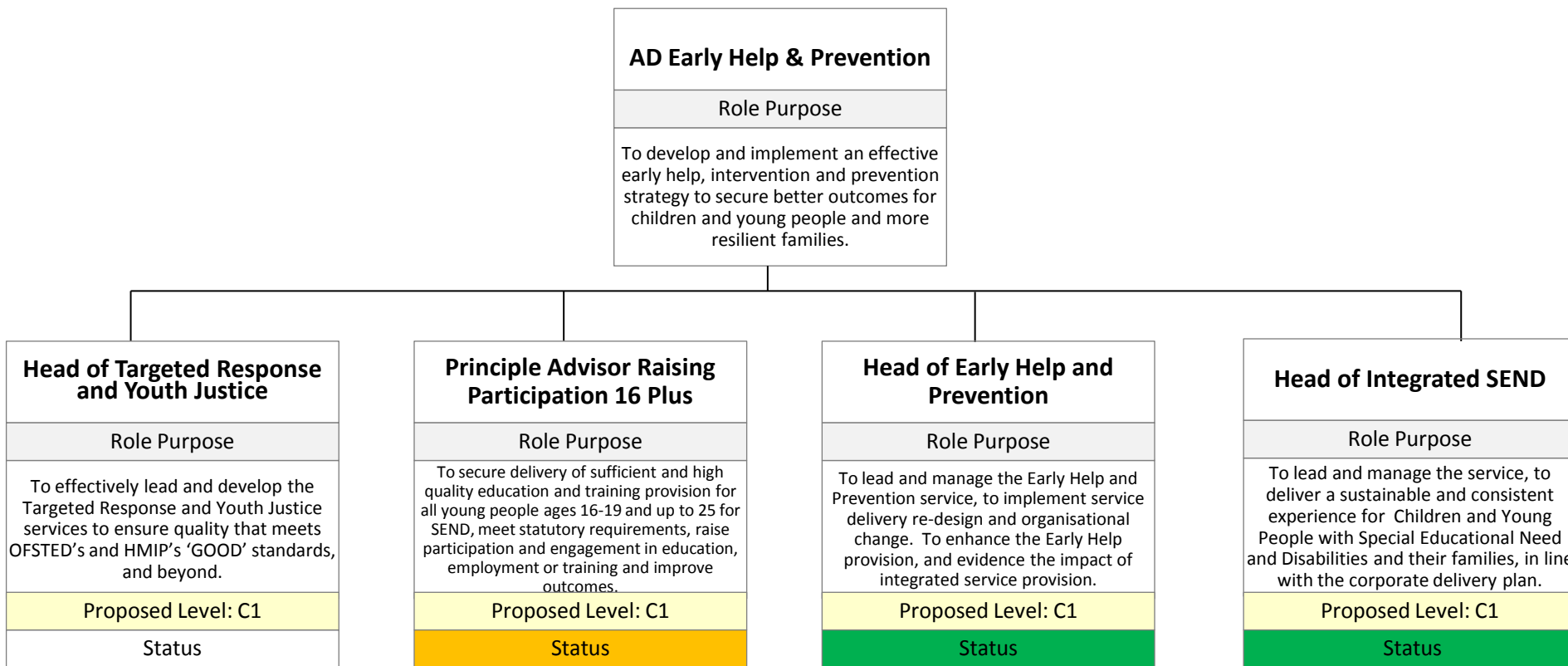
Deputy Chief Executive

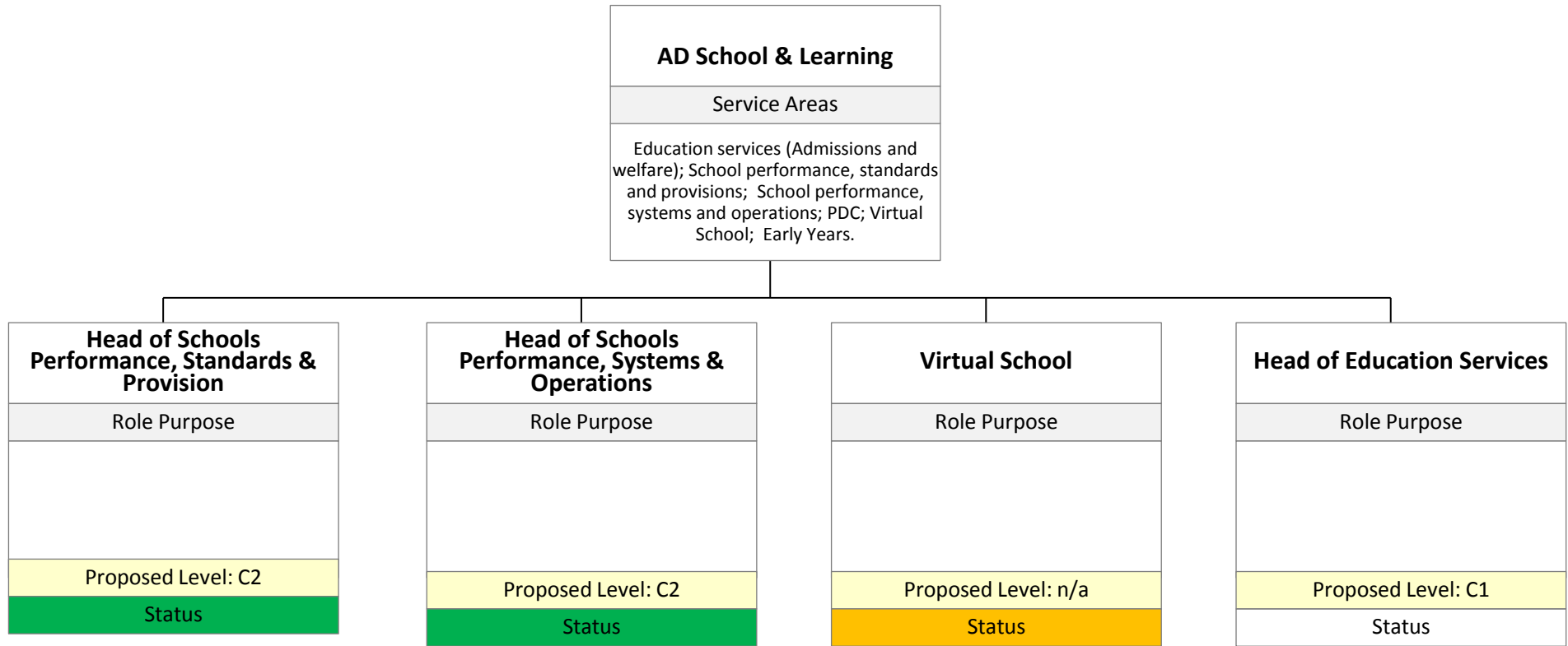


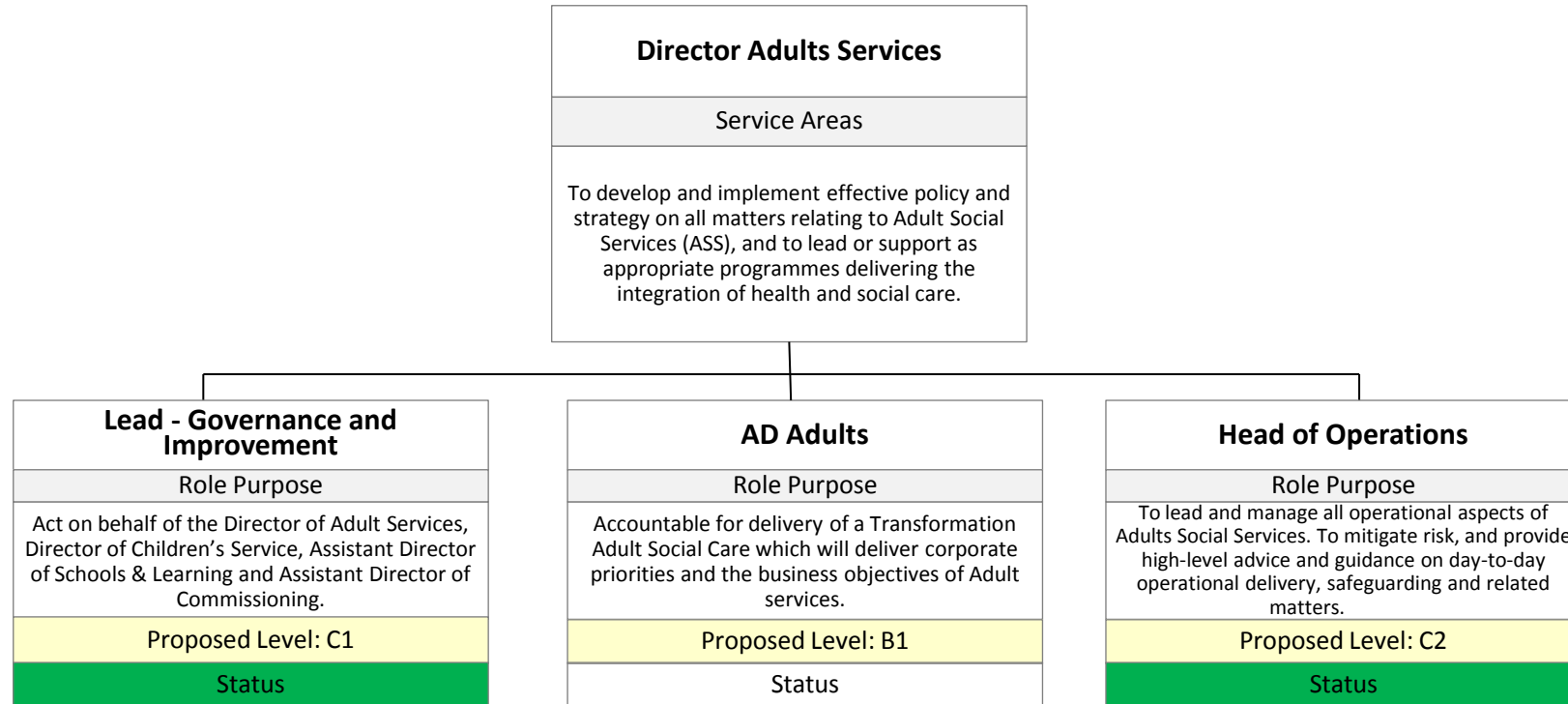


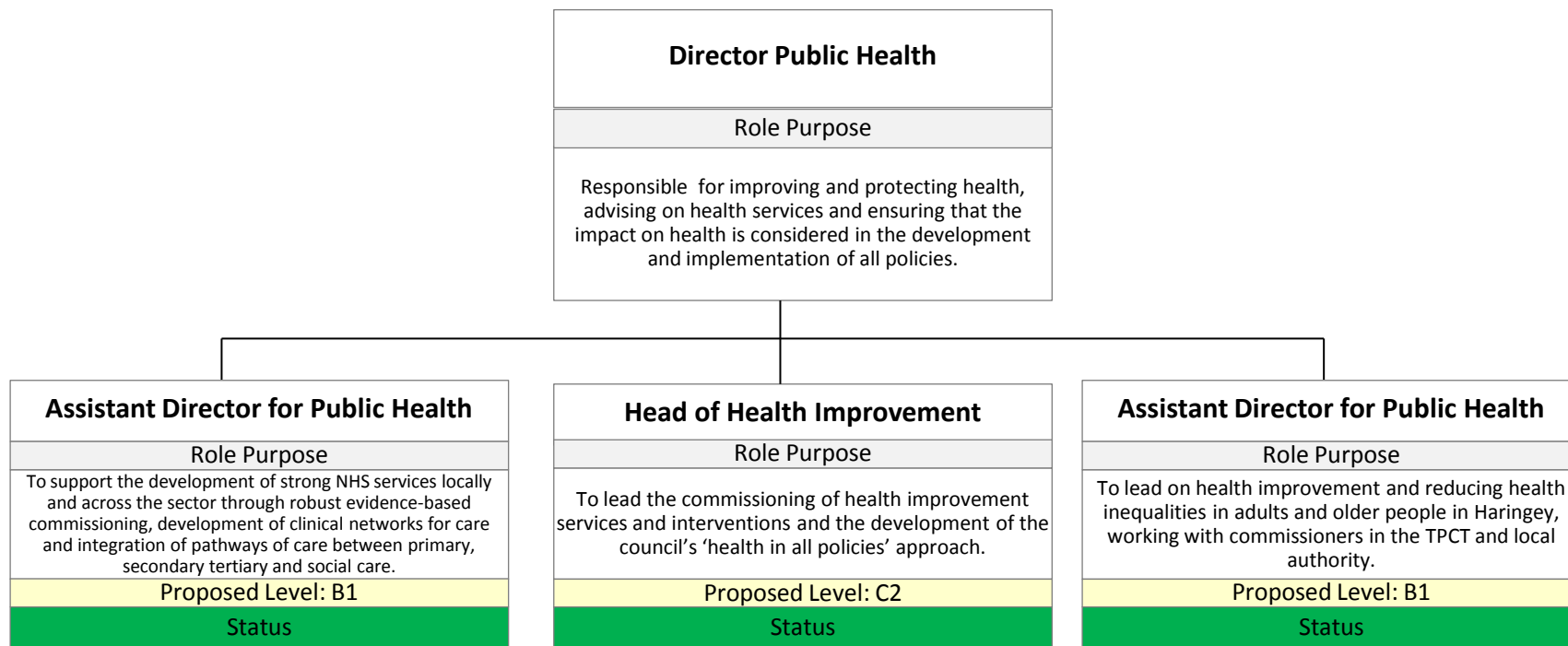


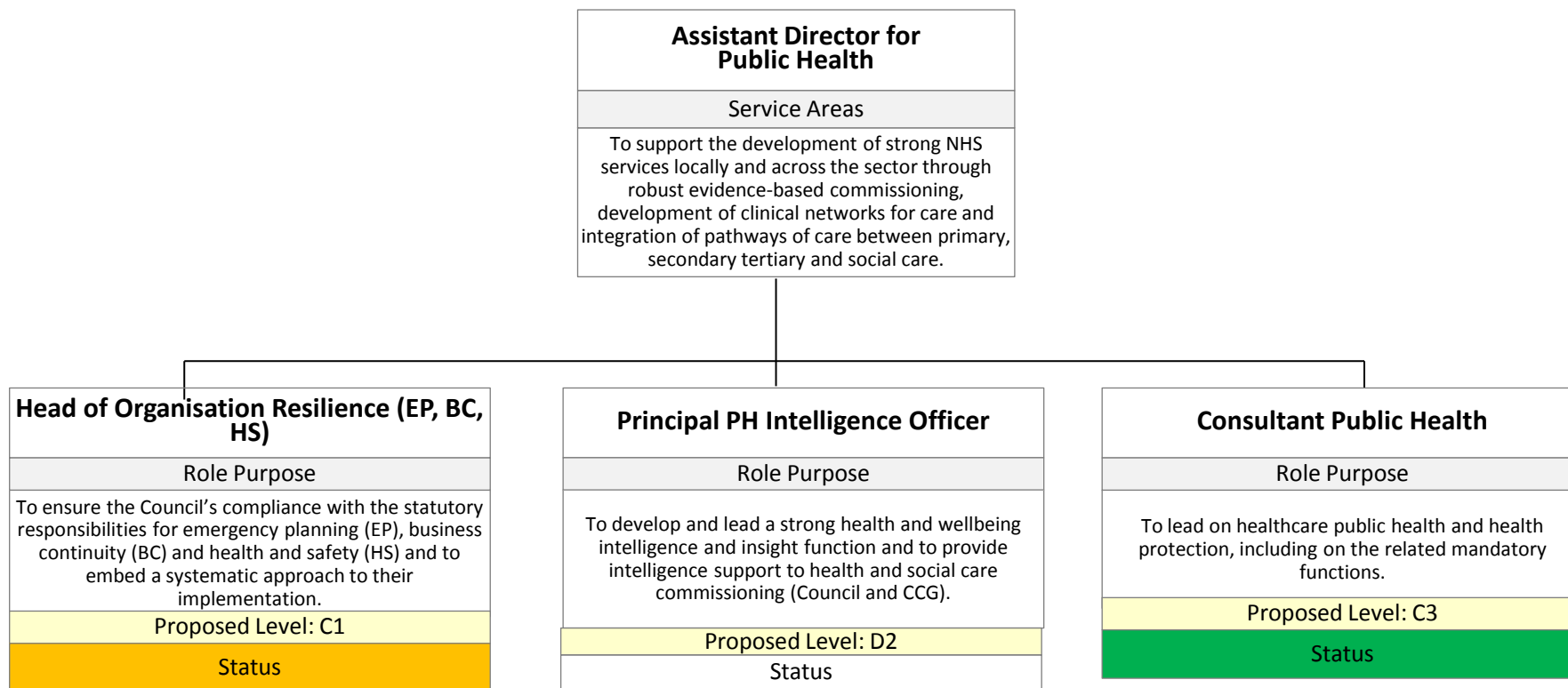
Early Help & Prevention

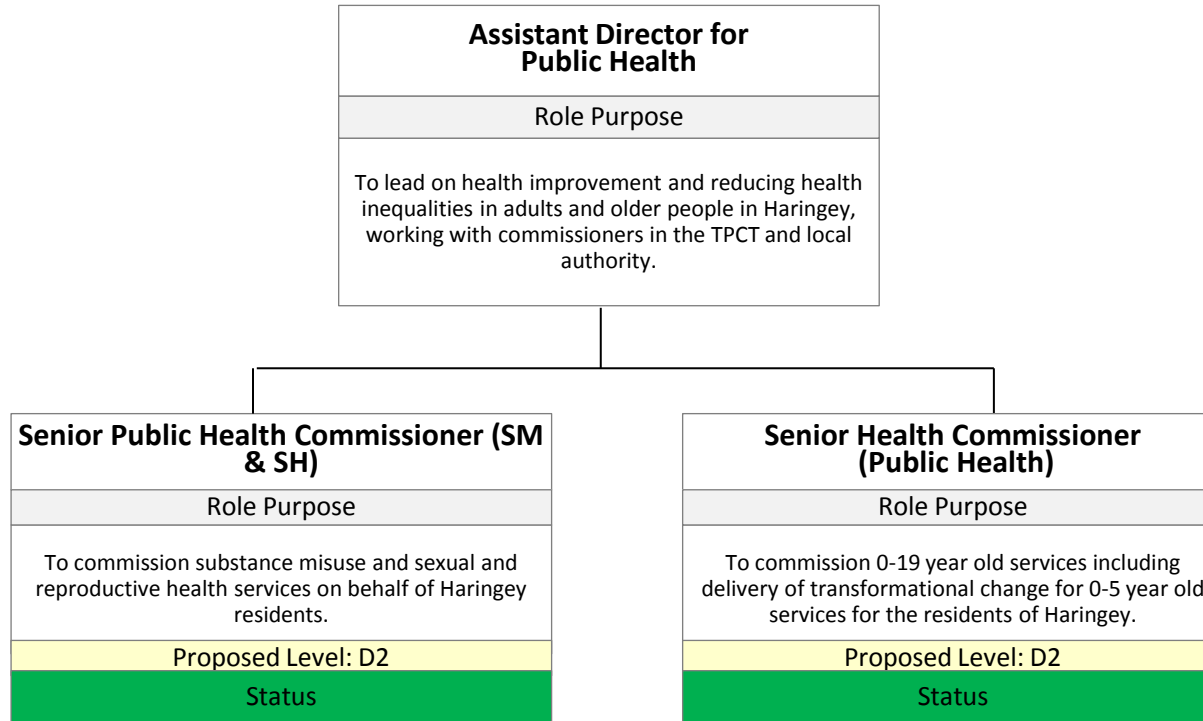


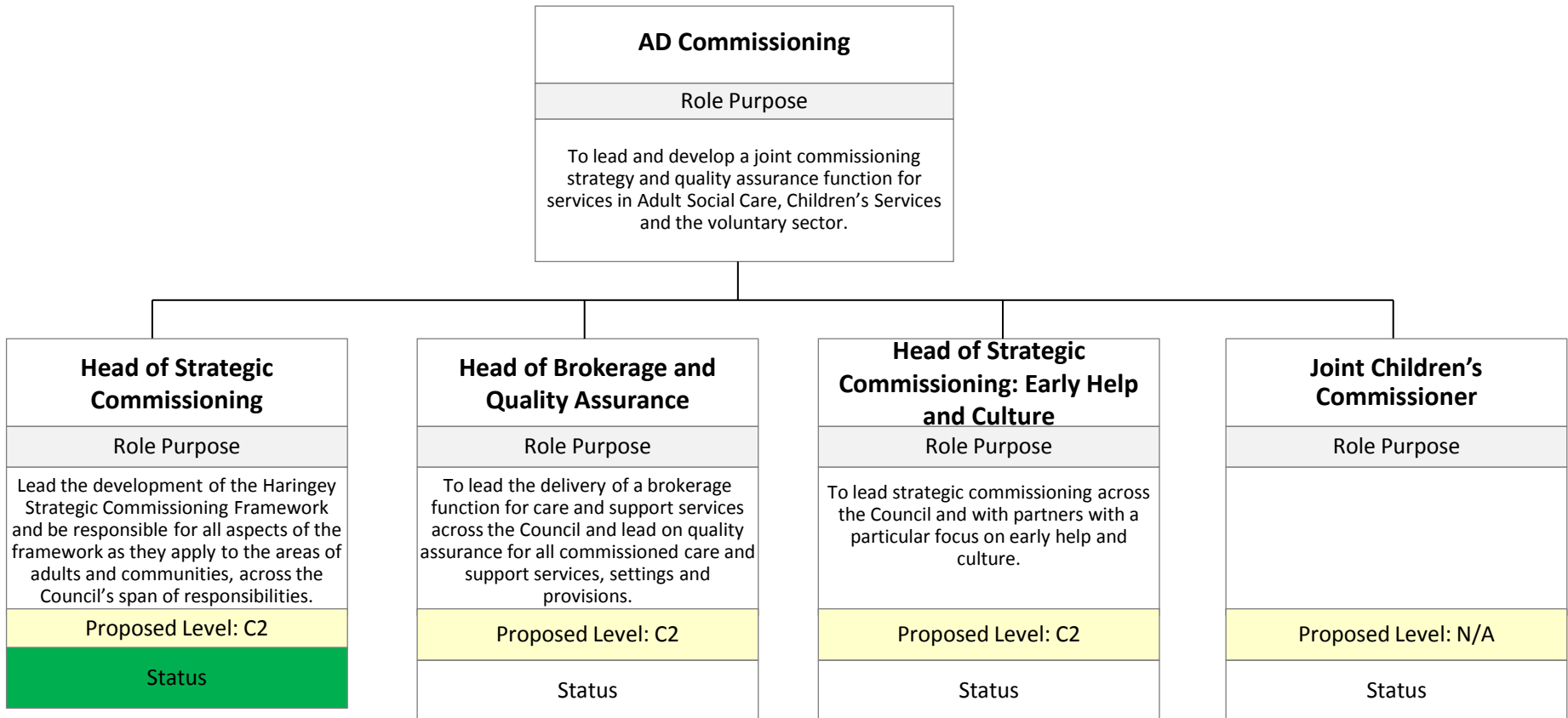


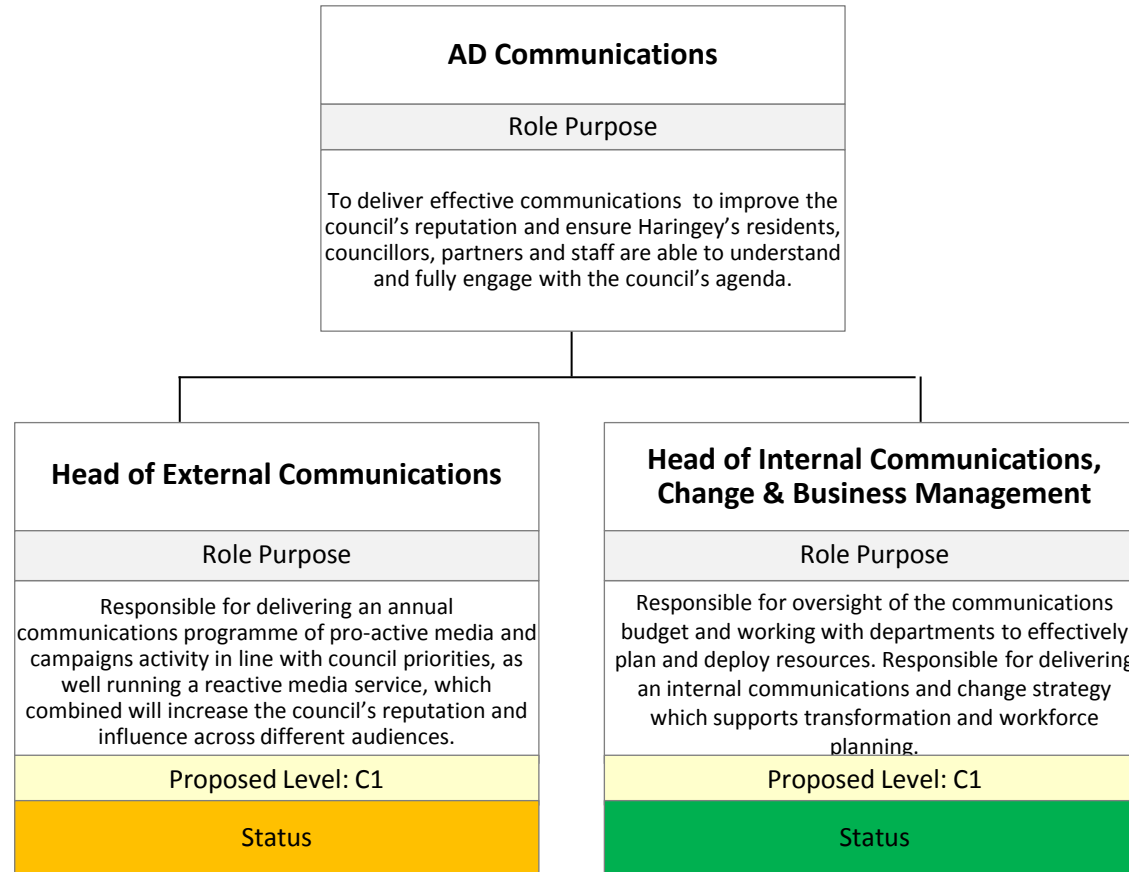




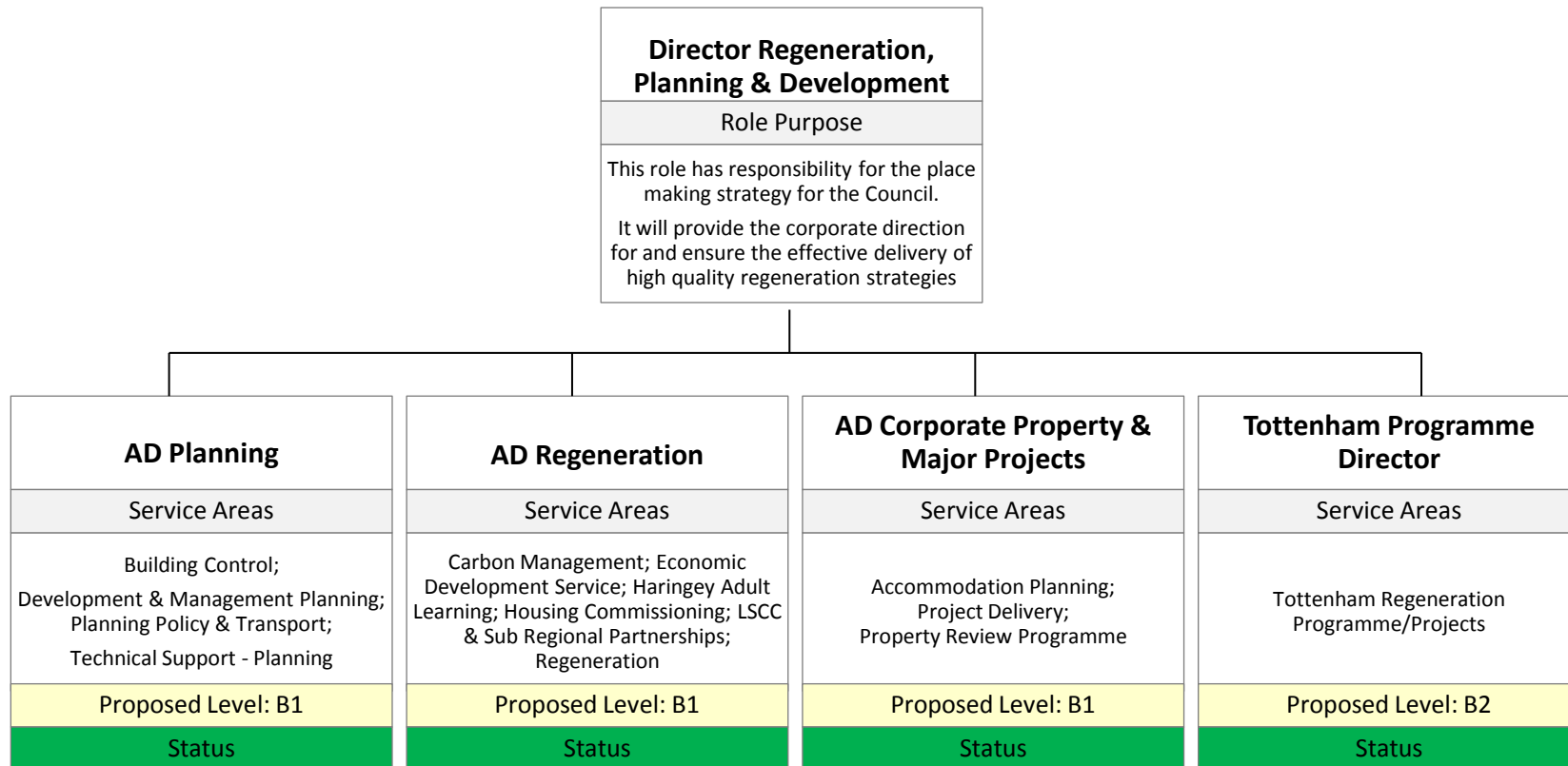


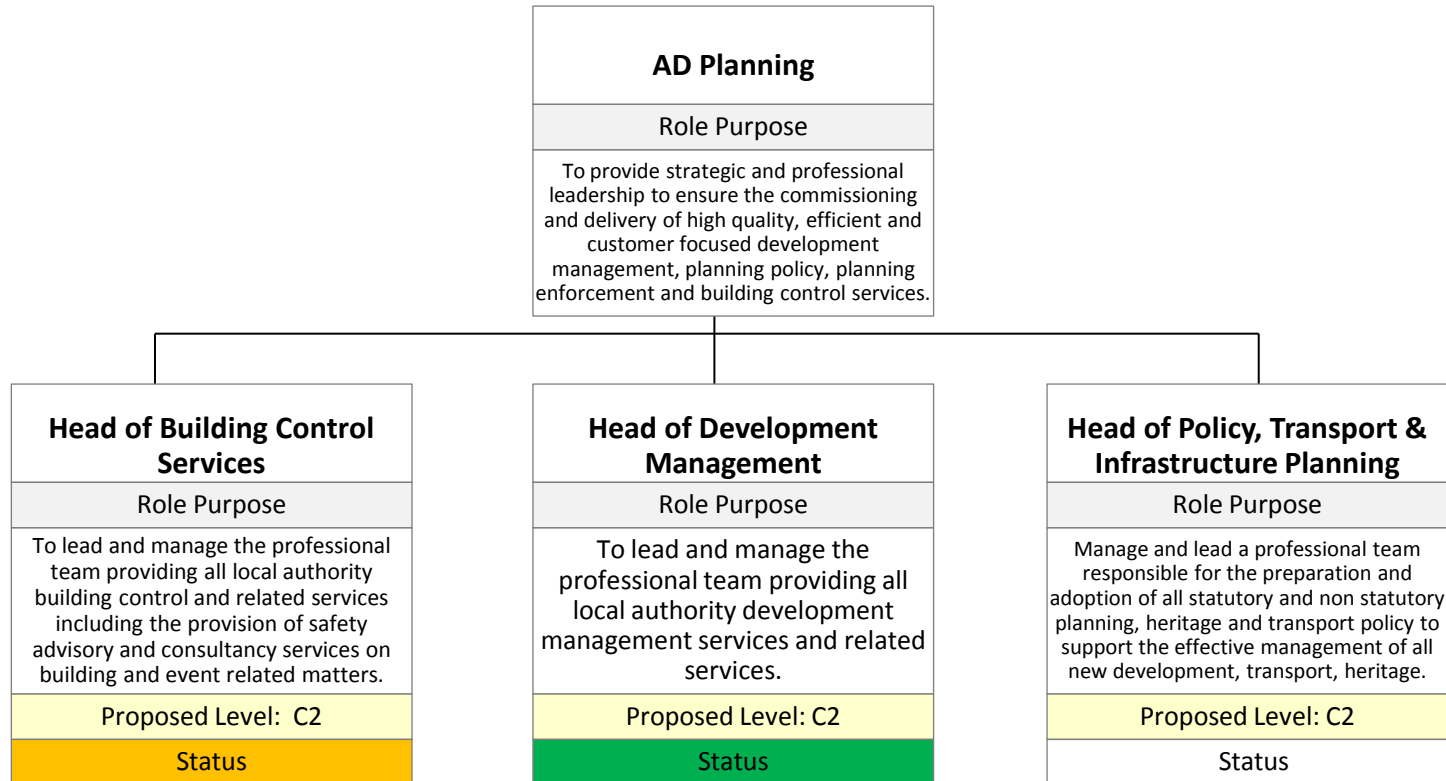




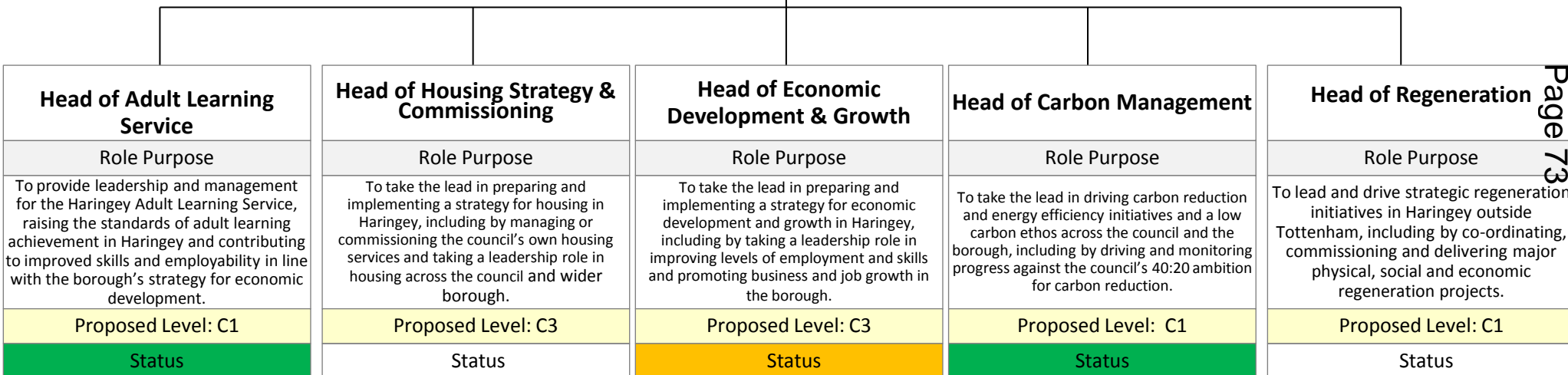


Regeneration, Planning & Development

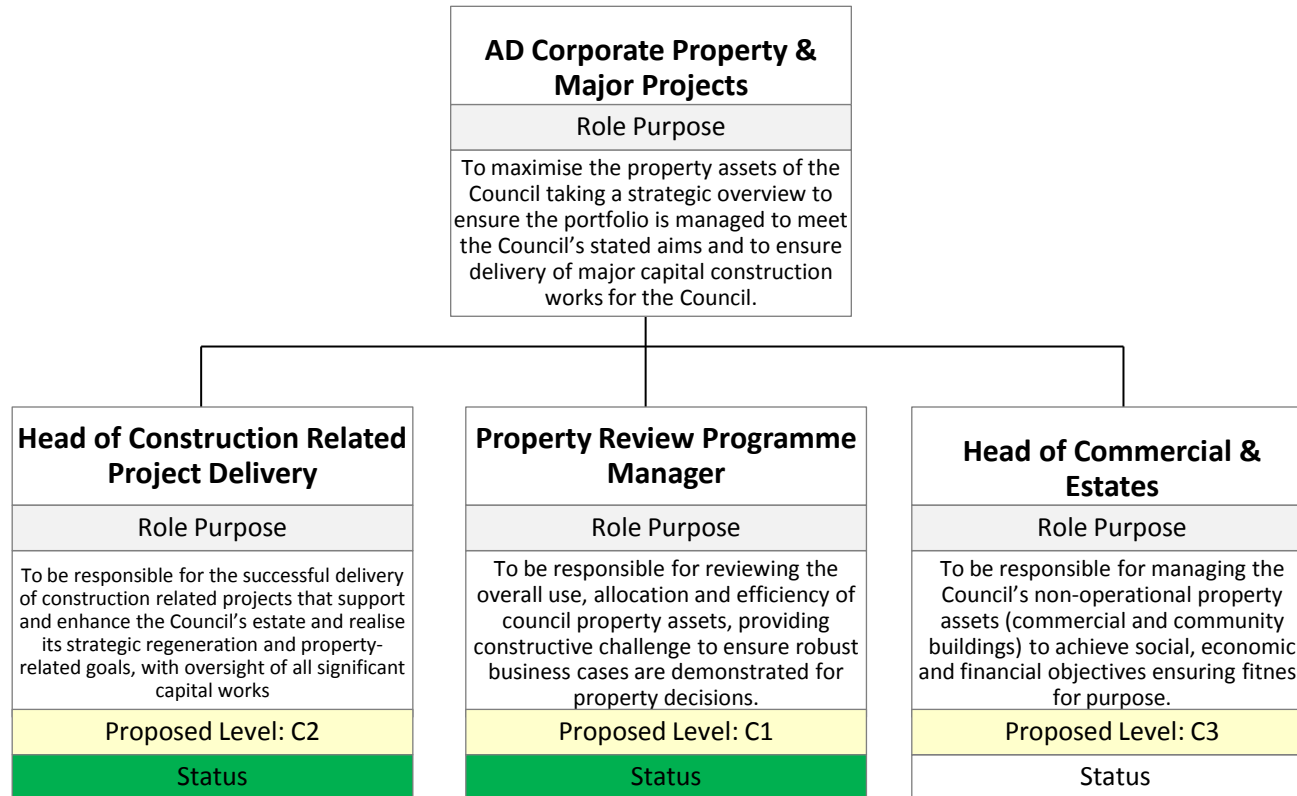




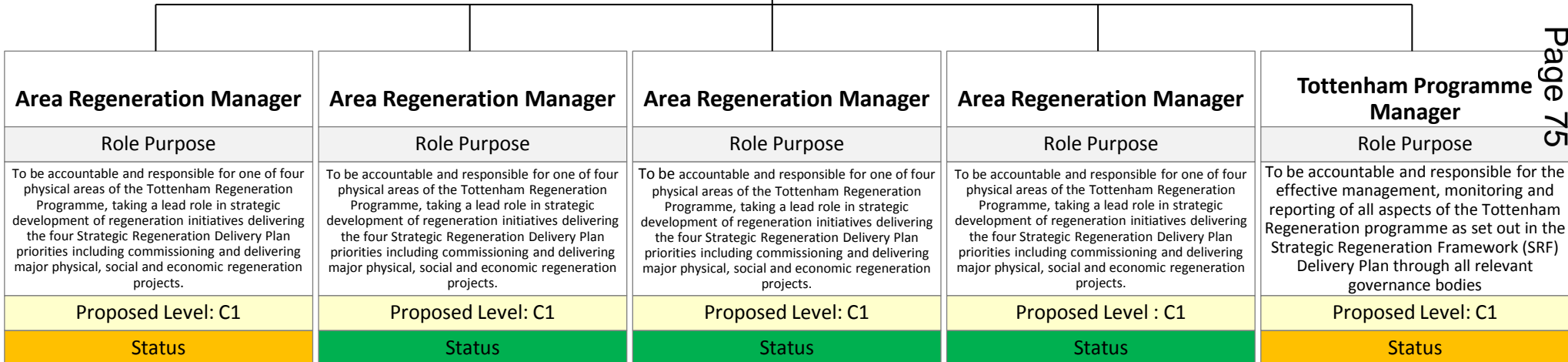
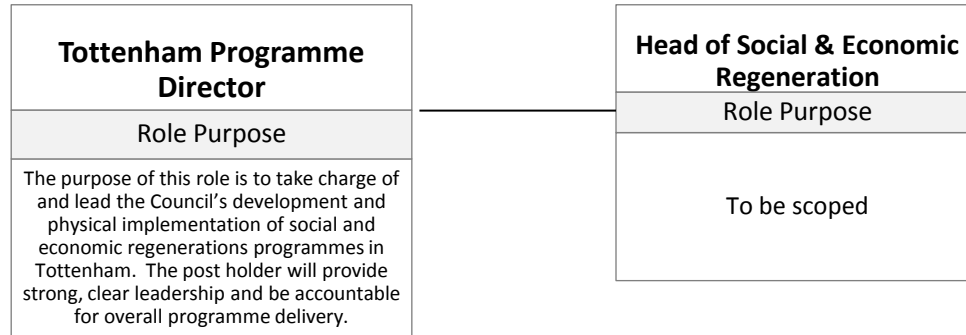
AD Regeneration
Role Purpose
To lead on the strategic development of viable regeneration initiatives across the borough, attracting inward investment and influencing central government policy.

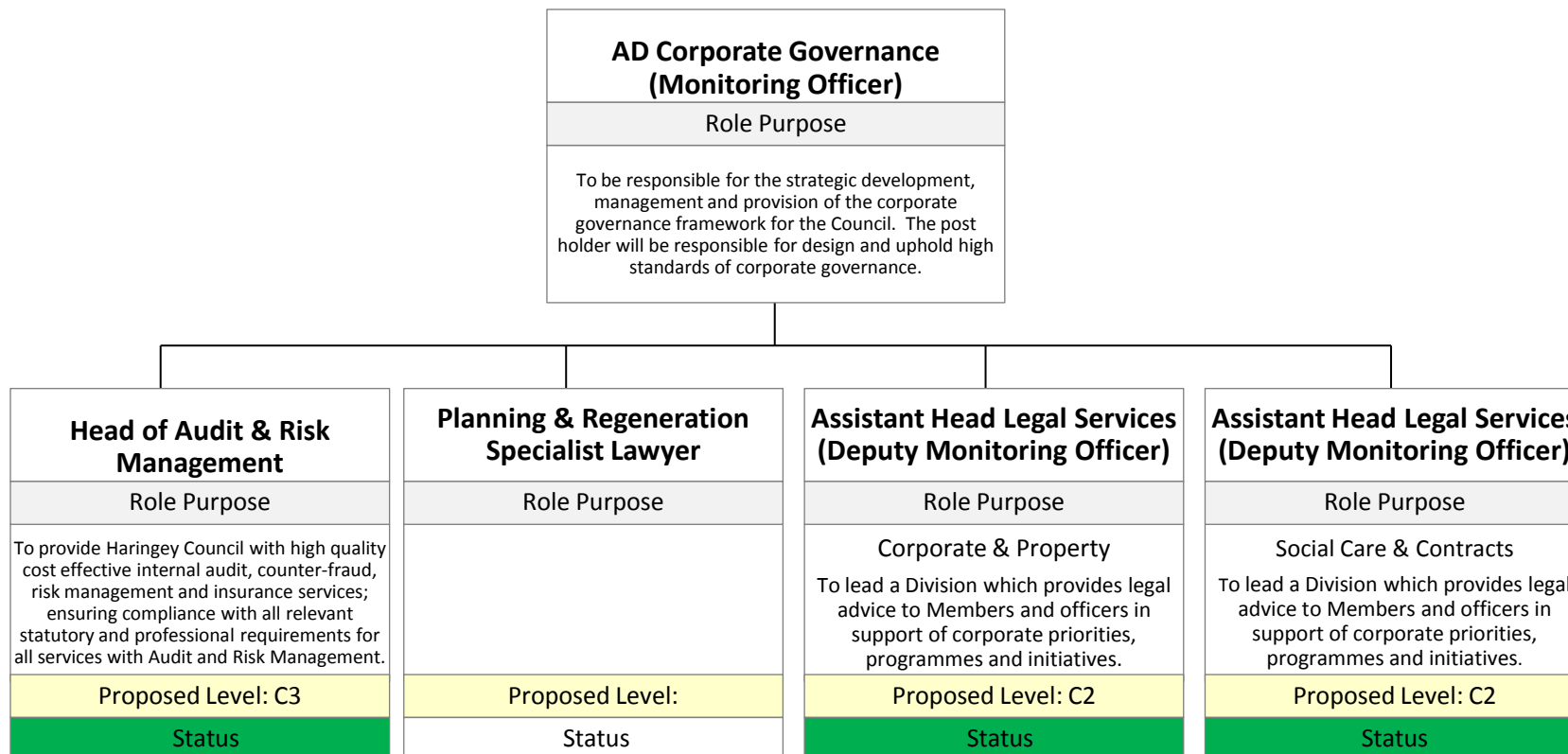


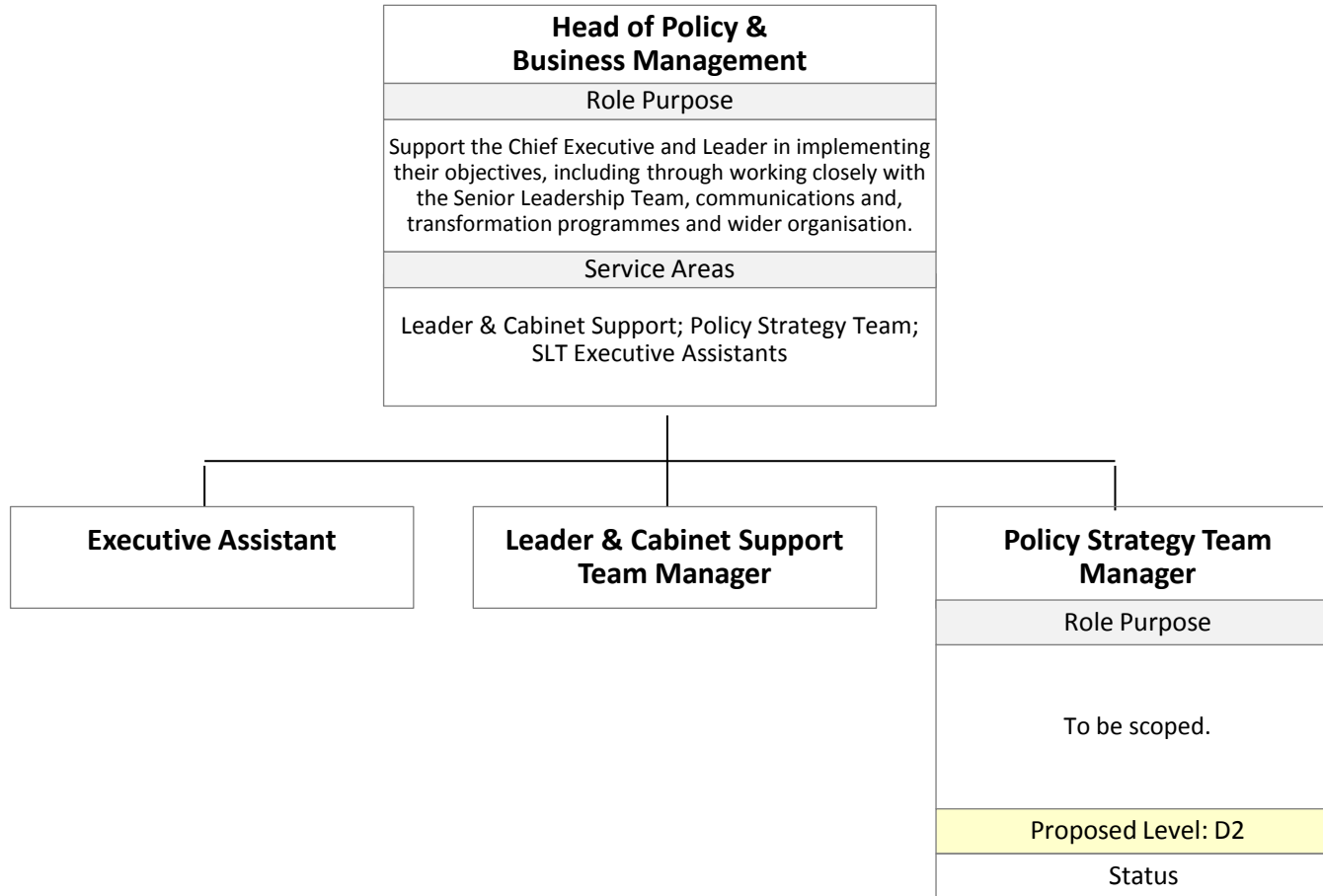
Corporate Property & Major Projects



Tottenham Programme








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Report for: Staffing & Remuneration Committee
Item number: 10
Title: Children's Services Recruitment & Retention Offer


Report authorised by : Jon Abbey – Director of Children's Services

Lead Officer: Andy Briggs – Interim AD Business & Resources
Sunni Morzaria – Interim Recruitment Consultant

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 On 14th September 2015, Children's Services sought delegated authority for the Director for Children's Services to implement a monetary recruitment and retention reward (option 3 in the committee report) to attract new experienced social workers and retain our existing social worker workforce. This was agreed by the committee subject to consultation with the Lead Member for Children and Families and the Lead Member Resources & Culture, and with the section 151 Officer, which has now happened.
- 1.2 Following the September 2015 Committee meeting, Children's Services have carried out further benchmarking and are now seeking agreement on a more detailed Social Care recruitment and retention offer, which includes a number of additional benefits to attract and retain qualified Social Workers and Team Managers. The Offer that is worked up in this report and proposed to the committee will bring us more in line with other London Boroughs, against which we are competing for the same limited workforce. This offer would replace option 3 from the September Committee Report.
- 1.3 After reviewing our recent recruitment activity since July 2015, we are still finding it difficult to fill vacancies in certain teams. Consequently, we have identified that the targeting of recruitment and retention payments is needed, in those services and teams where we have the highest number of vacancies in statutory roles and where we are having the most difficulty in recruiting. These posts are business critical and, hence, need a more targeted offer.

2. Recommendations

That the Committee:

- 2.1 Notes the implementation of the recruitment and retention monetary reward as delegated, subject to consultation to the Director of Childrens Services, by the Committee on 14th September 2015.
- 2.2 Agrees the recruitment and retention monetary reward as detailed in paragraph 3.13 to take effect from 1st January 2016 and to replace the recruitment & retention monetary reward referred to in paragraph 3.12
- 2.3 Agrees the further incentives and initiatives to be implemented to enhance the recruitment and retention offer for social workers in Haringey, as detailed in paragraphs 4.7 onwards.

3. Background information

- 3.1 The recruitment and retention of staff within Children and Young Peoples' Services (CYPS) presents a growing challenge nationally, especially so in social care services. Continual demographic changes present even more pressures in trying to match the demand of social care services with the supply of social workers, senior practitioners and team managers.
- 3.2 Haringey Children's Services in particular, is undergoing a period of significant and rapid change against the backdrop of reducing budgets and pending OFSTED inspections in 2016 with the aim of moving to GOOD or beyond. The Service needs to recruit and retain more quality, experienced permanent staff. These staff will not only exhibit the key skills and experience to undertake their roles effectively but also demonstrate the right attitudes and behaviours that the Council aspires to both now and in the future as it moves towards being judged a GOOD or EXCELLENT Service by OFSTED.

3.3 National Context

- 3.4 It is undisputed that there is a national shortage of experienced, qualified social workers, senior practitioners and team managers employed in statutory children's social work. Since 2005, around 6,000 students a year are embarking on a social work qualification and there are more newly qualified social workers entering the job market encouraged by various Government initiatives and the expansion of post graduate places so that the future provides some opportunities although the pressures are likely to remain acute and endure for some considerable time.
- 3.5 However, there is a significant discrepancy between the supply of newly qualified social workers and experienced social work practitioners, which is supported in a report published by the Policy Exchange in June 2013, 'Reforming Social Work'. This report found that the supply of social workers will not equal demand until 2022.
- 3.6 It remains difficult at a national and local level to recruit and retain qualified and experienced practitioners and children's social work continues to be recognised as a key area of shortage recruitment within local Government. The social work job market continues to be a highly competitive market place and the recruitment challenges are particularly difficult in London.

- 3.7 Local Authorities are recognising and acknowledging this issue and improving recruitment and retention packages to address the problem. Some London authorities offer a “golden hello” up to £2,500 (Barking & Dagenham) and/or a retention payment – up to £3,000 per annum (Newham). This can be in addition to other benefits such as yearly travel allowances, free parking or a discounted housing offer based on social workers being defined as “key workers”.
- 3.8 Local Authorities also recognise that monetary incentives are not enough to attract and retain social workers on a permanent basis. In order to understand and explore what is being offered elsewhere, a benchmarking exercise was undertaken in September against 31 other London Councils. This showed that other Councils offer a suite of benefits in order to attract and attain talent: low case loads (Ofsted recommends 15 per social worker), dedicated specialised administrative support, comprehensive training programme, protected time for supervision and extra annual leave.

3.9 Haringey Context

- 3.10 Haringey’s Corporate Plan 2015-2018 outlines a clear ambition and high expectations, working within the challenge of the Medium Term Financial Strategy. Priority1 is clear that we will be “Enabling every child to have the best start in life with high quality education”.
- 3.11 We are striving to improve our social care offering through the recruitment and retention of a high calibre, skilled workforce. This will be paramount to addressing the Boroughs children’s social care demands in the future and getting to GOOD.
- 3.12 In September 2015 the Committee approved a report which was sort delegated authority to Director of Childrens Services to implement a Recruitment and Retention monetary reward scheme for Haringey’s social workers, senior practitioners and team managers. as per the table below:

Type of Benefit	Description
Recruitment (£1.5k per year)	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £500 immediately after the end of the first 12 months
Retention (£2k per year)	£1000 every 6 months starting 18 months after the beginning of appointment

- 3.13 Since September and in light of recruitment and retention activity during that period, the Recruitment and Retention offer has been refined to give a greater impact in areas that are experiencing acute difficulties in recruiting and retaining. The Table below explains and illustrates the revised offer.

Target Area	Type of Benefit	Description	Permanent (P6)	Vacancies (P6)	Agency (P6)
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months	41	44	26
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)			
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)	69	19	12
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPS	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)	33	10	17

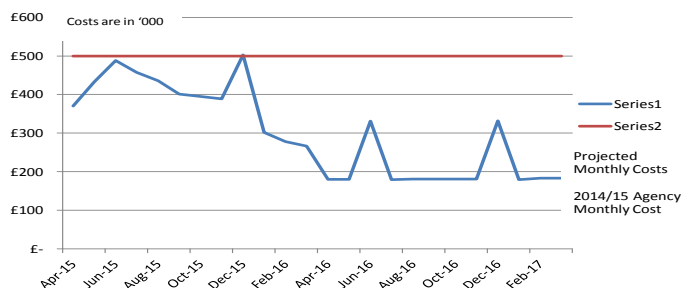
4. Implementing the Recruitment and Retention Offer

- 4.1 Subject to the Committee's agreement CYPS will make the recruitment payments, as set out in the table above, to all newly appointed experienced permanent social workers, senior practitioners and team managers, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post and who are appointed in target area T1 (Assessments and Safeguarding) on or after the 1st of January 2016

- 4.2 Subject to Committee's agreement, CYPS will start making a retention payment to all experienced permanent social workers, senior practitioners, team managers, , independent reviewing officers and child protection advisors, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. The first payments will be made in January 2016. These incentives have been targeted to where the service is having the most difficulty in recruiting and retaining and for posts that are business critical.
- 4.3 The recruitment and retention payments will not be consolidated into the basic pay of the employees receiving them. They will also not count as pensionable pay for the purposes of the Local Government Pension Scheme as payments made as inducements not to terminate employment before the payment is made are excluded from the definition of "pensionable pay" in the relevant Regulations. Apart from the recruitment incentive paid on appointment, the payments will only be paid in full if the employee has been in receipt of full pay for the previous 6 months. If for any reason other than being on maternity leave the employee has not been in receipt of full pay for that period (for example because s/he has on half sick pay) , the full payment will be reduced by a proportion, being the proportion of the 6 month period s/he was not in receipt of full pay. Where the employee has been on maternity leave during the 6 month period, the full payment will be reduced by a proportion , being the proportion of the 6 month period the employee was on maternity leave (other than the two weeks' compulsory maternity leave).
- 4.4 Newly recruited experienced social workers have a very clear 12 months programme of work and are reviewed against a capability framework at 3 months and 6 months. The recruitment payments can therefore be linked to the successful completion of probation and of the programme of work. For others, the retention payment will continue to be paid subject to compliance with professional standards.
- 4.5 Communication has taken place with affected staff and unions, subject to approval an individual letter and invitation to one of two workshops where Social Workers, Senior Practitioners, Team Managers and Trade Union representatives will have the new pay arrangements explained and questions answered.
- 4.6 The overall agency spend in Children services will reduce from £6m in 2014/15 to a forecasted £4.8m in 2015/16 (this includes the costs of recruitment and retention incentives). The table below illustrates the projected agency costs, cost of the scheme and overall net financial impact. In the targeted cohort (social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors), the projected agency spend at Period 6 (September 2015) was £3.5m. Based on this cohort, comparison between the forecast of implementing the recruitment and retention payments and P6 projections of agency spend would make a £107k loss in 2015/16 and a £96k savings in 2016/17.

Implementation Costs

Type of Cost	2014/15 Agency Expenditure	2015/16 Projection of Expenditure	2016/17 Projection of Expenditure
Agency Expenditure	£6,017,000	£4,558,000	£2,100,000
Recruitment and Retention Costs	0	£165,250	£376,900
Variance on Agency Spend	0	(£1,293,750)	(£3,540,100)



Assumptions:

1. Always have 10% agency and turnover of 10%.
2. Retention payments based on 143 FTE.
3. Permanent staff conversions are based on the average on-cost for the role.

SW+SP+TM+IRO/CPA Cohort Expenditure	2015/16	2016/17
Projection	£3,620,875	£3,417,692
Variance (against P6 projection)	-£107,534	(£95,694)

The consolidated offer & incentives Financial & Non-Financial

- 4.7 In addition to the implementation of the recruitment and retention monetary award, the Council is now seeking to add further elements to the offer to bring us more in line with London boroughs and create a fully inclusive package, which demonstrates we are serious about investing in and valuing our staff.
- 4.8 **Health and Care Professional Council (HCPC) Registration** – payment of the registration fee for each member of staff who is appointed on or after the 1st of January 2016 and to all current permanent members of staff who require it by law. This will equate to a cost of approximately £18k per year, based on the registration fee of £90 per year. Whilst this will certainly not be a deciding factor in whether someone chooses to come and work for us, the HCPC Registration is a legal requirement for Social Workers to have in order to work and the Council funding this essential requirement will be seen as further investment in them and their professional roles.
- 4.9 **Refer a Friend Scheme payment of £250** payable to staff in post on or after the 1st of January 2016 who introduce and encourage someone they know to apply for a vacancy and if a successful appointment is made. The social work community is fairly close knit, word of mouth and referrals are extremely important in this line of work. Research suggests that a person would be more inclined to apply for a position in an organisation if the place is recommended by a friend/ colleague/ acquaintance and other Local Authorities, such as Bexley, Medway and Bromley recognise this. In addition, the recommendation from an already valued member of the team is an added benefit / dimension to the selection process and will nurture a shared responsibility for building the teams. Maximum expected cost of scheme would be £12.5k, based on the number of vacancies we currently hold. Payment of £250 will be made to the member of staff who makes the recommendation on or immediately after the appointment has been made and after the first day of work.
- 4.10 **Return to Practice Scheme** - despite the challenges of recruiting experienced staff, social workers returning from career breaks, extended maternity leave or from a period

in a parallel profession, are finding themselves unable to re-enter roles for which they are fully qualified. According to the College of Social Work, social workers want to return after a break but are struggling to find work. One block to re-registration is obtaining the required days in practice that is needed. On-line learning modules are available but these need to be completed in hand with practice based experience.

4.11.1 In England, anyone who has been out of practice for more than two years will need to undertake a period of updating skills and knowledge before they can re-register with the Health & Care Professions Councils. This can consist of supervised practice, formal/private study and the amount required depends on how long an individual has been out of practice:

- Out of practice for up to 2 years – no requirements
- Two to five years – 30 days of updating skills and knowledge
- Five years or more - 60 days of updating skills and knowledge

4.11.2 In order to facilitate a return to practice scheme, Haringey will offer the following:

- Work shadowing opportunities to fulfil appropriate number of practice days required
- Introduce supportive and assistant roles, specifically for people on this scheme, offering good work place experience and access to practitioner discussions/workshops and in-house training

4.12 ***Provide opportunities for unpaid work*** - The Council will continue work in conjunction with training providers to develop routes into social work including a volunteering scheme and 'return to social work' schemes (see 4.11) for former Social Workers. Again, according to the College of Social Work, 1 in 10 social workers is newly qualified and there is growing concern about job prospects amongst students, with many offering to work for free as they are unable to secure employment. Our own recent recruitment evenings in July, attendance at Community Care Fair in November and subsequent enquiries have supported this. By providing dedicated volunteering posts and ensuring the support mechanisms are in place, we will be able to "grow our own" workforce by ensuring our volunteers is able to gain the relevant experience and skills to apply for permanent vacancies.

4.12.1 The Council would provide dedicate volunteering posts for newly qualified social workers, who meet the following criteria:

- Have been interviewed for a permanent post, fall short of a qualifying score but show potential to fill the role with additional support and work based experience
- Are currently studying a social work qualification and during college/university holidays and outside of their placements, offer opportunities to gain more practical experience, which would all be subject to the relevant safeguarding clearance checks.

4.12.2 In order to facilitate a volunteering scheme, Haringey would establish the following in the first instance and would:

- Identify positions which could be suitable for this
- Identify tasks within each of the volunteering positions
- At appropriate points of the year commission Practice Educators to facilitate
- Determine level of expenses to be paid, if any, e.g. reasonable travel/daily subsistence etc.

- 4.13 **Scholarship Programme** – offer 5 funded places to become a fully qualified social worker, as part of and to expand our “grow your own scheme”. This would be open to students who are in their 2nd year of studying a degree in social work. This would be achieved by:
- Engaging and encouraging local organisations to help fund places as a way of giving back to the community. The cost of one place for 2 years of course fees only, is approximately £18,000 if undertaking course full time at university, or £10,800 if taking course via Open University.
 - Identifying suitable candidates via open competition and incorporating rigorous qualifying criteria e.g. must live in the borough, means tested, assessments, successful completion of 1st year of study and supported by university report etc
 - All future placements take place within Haringey.
 - Provide paid work experience during holidays.
- 4.14 **Increase our capacity to take on more ASYE places (Assessed and Supported Year in Employment)** – we know that we do not have trouble attracting newly qualified social workers by the response we have had to our recruitment events, however, the services cannot sustain a workforce of social workers with so little experience. In addition, existing managers do not have the resources to allocate the right amount of time and support to this group to ensure that their needs are being met in reaching the required standards and obtaining the right level skills/experience/supervision. In order to achieve this, CYPS will:
- Fully utilise the our internal resources (Team Managers/Senior Practitioners to supporting ASYE.
 - Offer places via open competitions each year.
- 4.15 **Supervision:** the Council needs to show that it is committed to enhancing the current practice of social work in Children’s Services and staff need to feel involved and supported in making this happen. Social Workers consistently report locally and nationally that good quality support and professional supervision is one of the most important factors in their employment. There are a number of incentives that the Council can re-commit to and introduce to modernise social work practices:
- 4.15.1 The Council must monitor and improve the quality of social work supervision and continue to reduce the average caseloads. There are several types of supervision, however, the three most commonly referred to are: clinical, managerial and professional supervision. The terms used in this area may sometimes overlap in practical term and it may sometimes be difficult to separate them from each other. In all case protected time should be made available.
- 4.15.2 **Clinical Supervision to:**
- Reflect on and review their current practices
 - Discuss individual cases in depth amongst their peers in a supportive environment
 - Identify changes needed in practice and identify training opportunities/needs
- 4.15.3 **Managerial Supervision to:**
- Review their performance
 - Set priorities/objectives in line with service needs
 - Identify training and continuing development needs
- 4.15.4 **Professional Supervision to:**
- Review professional standards to ensure these are being met
 - Keep up to date with professional developments

- Ensure that work is being carried out within professional codes of conduct and boundaries

4.16 As part of the CYPS Workforce Strategy which is currently in development, other developmental opportunities and benefits will be researched and appraised, such as further academic development (funding for MAs or PhDs) and would form part of a future update to Staffing and Remuneration panel.

5 Existing elements to promote more widely/consolidate:

5.1 It should be noted that the recruitment and retention offer is not just about monetary gain. The Council already has some non-financial benefits in place, however, these are not always widely advertised and the wider “package” needs to be consistently promoted at every opportunity. This will be effected via prominent positioning of the full offer on the corporate website in the Jobs/Careers Section; within a newly created recruitment brochure to be handed out at external recruitment fairs and as part of a candidate pack that will be attached to every advert that we place.

5.2 Professional Development

5.2.1 **Career Development and Succession Planning** are major draws when attracting and retaining staff; it shows that the Council is serious and cares about staff and their development. Whether they are looking for career progression or want to consolidate their experience in their existing roles, Children’s services is striving to ensure this is happening. CYPS now have 8 Practitioners doing a Consolidation Award in addition to another 6 doing Practice Teaching Training at Royal Holloway University of London. Also, Senior Practitioners offer Learning Seminars on regular basis to existing staff.

5.2.2 **Social Work Faculty** - As part of the overall Haringey offer, the Council is establishing the Faculty (part of the Haringey Academy) specifically designed to nurture and support the growth and development of our qualified social workers throughout their career. It will drive the Council’s ambition to be a learning organisation. The Council is developing meaningful partnerships with Higher Education Institutions to maximise the exchange of knowledge and learning and the application of skills and experience.

5.2.3 **Signs of Safety** - In addition, the Council is implementing Signs of Safety into social work practice across Haringey’s child protection system by supporting social workers to be competent and confident practitioners and is committed to supervision, support and continuing professional learning and development.

5.2.4 **Further qualifications** - The ILM Level 2 Award in Leadership and Team skills and The First Line Manager Development Programme, to support succession planning and helping social workers moving up their career ladder. The Council already offers development opportunities on Management and Supervision skills through the provision of social work placements for students.

5.2.5 **Multi-Disciplinary Training** through the Local Safeguarding Children’s Board and opening up access to Virtual School taught courses. (Virtual School supports Children in Care and teaches courses entirely or primarily through online methods).

5.2.6 **Haringey Fuse** – The Council has launched a new interactive Learning Platform, which encourages staff to engage in different ways of learning. Haringey Fuse is a new way of learning for the council. It’s an online social learning platform that is easy to use and allows you to share and discuss ideas. This has replaced the previous

Learning Pool, and contains essential training such as Safeguarding and Health & Safety standards. CYPS intend to proactively promote and encourage staff to access and use the learning platform.

5.2.7 ***Making Research Count:*** The Council is a member of a national collaborative research sharing initiative that offers access to workshops, seminars and developmental events. Also, we have limited number of licenses for Community Care Inform, a subscription website that holds a range of expert-written, practice-related information.

5.2.8 ***Assessed and Supported Year in Employment (ASYE):*** The Council also has a robust and well supported programme for newly qualified social workers. Moreover, we work with Frontline to support social work trainees to qualify and take up NQSW/ASYE placements.

5.3 Environmental Focus

5.3.1 ***Transport Links:*** CYPS intends to positively promote in recruitment drives and literature on how well connected the Borough is when getting to and from Haringey:

- Tube 10 Stations: Manor House, Turnpike Lane, Wood Green, Bounds Green, Seven Sisters, Tottenham Hale, Highgate, Finsbury Park, East Finchley, Seven Sisters.
- Train 7 Stations: Finsbury Park, Haringay, Hornsey, Alexandra Palace, Bowes Park, Tottenham Hale, Northumberland Park
- Overground 7 Stations: Haringay Green Lanes, Bruce Grove, Seven Sisters, South Tottenham, White Hart Lane, Crouch Hill, Stamford Hill
- Extensive bus routes covering the Borough
- Good Road Network (A406, A105, A10, M1, M11) + parking at reasonable costs i.e. from as little as £3.00 per day
- Getting to Wood Green: 17- 34min from Liverpool Street, Victoria, Waterloo, Euston, Kings Cross, London Bridge or Charring Cross.

5.3.2 ***Schools:*** For those candidates that look at moving to Haringey, we have 100% of our Special and Secondary Schools that are rated Good or Outstanding by Ofsted; and 90% of our Primary Schools are rated Good or Outstanding by Ofsted. Moreover, we provide Child Care Vouchers for after-school clubs, nurseries and child minders.

5.3.3 ***Diversity/Culture:*** CYPS will promote the borough as exceptionally economically diverse and fast-changing with over 35% of people coming from ethnic minority backgrounds and an amazing 190 different languages spoken in our classrooms. In addition, it will mention the Tottenham re-generation project and benefits this will bring to the borough i.e. more jobs, better housing etc.

5.4 Further initiatives undertaken:

5.4.1 The Exit Interview and Questionnaire has been redesigned in order to understand why social workers are exiting the service and highlight issues in retention. This new process will offer exit interviews either face-to-face or over the telephone, with the option of speaking to someone other than their line manager. The conversation will be an opportunity to discuss and capture reasons for leaving. This information will then be used to develop further approaches to reduce staff turnover.

5.4.2 Attendance at external Social Worker events – Community Care London 2015 and Compass Jobs Fair London 2015, where Haringey spoke to around 300 delegates

who approached our stand. At the Community Care event, seminars, panel discussions and round table informal talks were undertaken on various topics, and 160 people attended the seminars given by Jon Abbey and Neelam Bhardwaja, hence raising the profile of Haringey. By continuing to do this, the Council is re-positioning Haringey Children's Services, being seen as industry thought leaders and raising our profile after a period of hibernation.

- 5.4.3 There is a Jobs & Career Pages microsite development in house with dedicated section for Children's Services and social work. This gives the Council the opportunity to engage with potential candidates by posting wider service information e.g. workforce plans, structure charts, video clips, L&D offer, insight in roles being offered and mini interviews with existing staff/managers.
- 5.4.4 A Children's Services recruitment brochure has been produced, promoting Haringey as a borough with great potential, outstanding schools, re-generation plans etc. In addition, it includes profiles on the Senior Leadership team and service specific information to include rewards & benefits. The brochures are handed out at recruitment events and are all part of the overall strategy in raising the Council's profile.
- 5.4.5 A campaign to recruit 11 permanent Team Managers with the support of external agencies is underway. The rolling campaign which has been underway since June, promotion of these roles at our recruitment evenings in July and attendance at the recent Community Care and Compass recruitment events, has not identified enough suitable candidates to fill these positions.
- 5.4.6 A programme to follow up with relevant and suitable ex-staff who have left the Council within the preceding 3-6 months, to identify if they are happy with their move and if they may want to return to Haringey. They would need to meet the qualifying criteria i.e. good performance/sickness record before we make contact.

6 How will we measure the success?

- 6.1 CYPS believes it's important that we are able to understand what success might look like when the above recruitment & retention initiatives are all imbedded in the service. Measures of Success would be:
 - Agency reduction plan (below 15% of full time equivalent establishment)
 - Permanency above (90%)
 - "Grow your own" (volume of internal recruitment and scholarship)
 - Staff turnover reduction (to be below London Average of 21%)
 - Sickness rates (to be at or below Council target of 6 days)

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

Assistant Director of Corporate Governance

- 7.1 The proposed arrangements for the making of recruitment and retention payments include the making of payments to the relevant employees which are linked to successful completion of probation, of a 12 month programme of work and to compliance with professional standards. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay because of a material factor. Performance-related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed probation/ a 12 month programme of work or has complied with professional standards is not tainted by unconscious gender (or other unlawful) discrimination that might leave the proposed payment open to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance may reduce the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability, race as well as gender of those staff receiving the payments with the make up by those protected characteristics of those staff not receiving the payments. This will allow the detection of potential discrimination against staff with particular protected characteristics.
- 7.2 The proposed arrangements may also lead to a potential breach of the Equality Act in that social worker staff receiving the proposed payments may be paid more than other Council employees who are not social workers, but whose work is rated as equivalent to (or more demanding than) the social workers' work under the Council's job evaluation scheme. Difficulties in recruitment and retention can be a material factor justifying the difference of pay in such circumstances. However it will be important to keep the proposed arrangements under review and to reduce or end the recruitment and retention payments if market conditions warrant this. Given this, it will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in the future.
- 7.3 Women on maternity leave have special protections by virtue of section 74(6) and 74(7) of the Equality Act 2010. This provides that a woman shall receive the following contractual payments if they would, apart from her maternity leave, have been paid :
- Pay (including pay by way of bonus) in respect of times before she begins her statutory maternity leave
 - Pay by way of bonus in respect of times when she is on compulsory maternity leave
 - Pay by way of bonus in respect of times after the end of the protected period
- 7.3.1 As the recruitment and retention payments are also linked to performance they are arguably "bonuses" for the purposes of the Act. The Act does not define what a "bonus" is. The proposals in paragraph 4.3 for the reduction in certain circumstances of these payments comply with section 74(6) and 74(7). Although on the face of it they would put at a disadvantage a Council employee with a disability where the disability causes the employee to be absent from work and to be on half or nil sick pay, it is unlikely this would be found unlawful by an Employment Tribunal.

Chief Finance Officer

- 7.4 Spending on staffing is a very significant part of the costs of Children's Services. The staffing budget for the whole of the Directorate is £24.4m, of which £13.6m is within the Safeguarding and Social Care division. In general, agency staff cost more than

equivalent permanent employees and so the high level of reliance on agency workers is contributing to an overall £570k overspend on staffing in the Safeguarding and Social Care Division.

- 7.5 This report proposes a range of initiatives to improve recruitment and retention of social work staff, all of which will require additional expenditure. The introduction of recruitment and retention allowances and professional subscriptions will have an initial cost of around £330k a year for existing permanent social workers. Assuming a differential cost of around £10k to £12k between agency and permanent staff then at least 30 new social workers would need to be recruited in order for this initiative to be cost neutral. There is no additional funding available for this initiative so it should only be implemented if there is a high degree of confidence that it will contribute to increased recruitment and lower costs. It must be recognised that whatever the strict contractual situation it may still be difficult to remove these allowances once they are granted without an impact on staff morale and retention. However if these targets are achieved it should bring great benefits to the service – not only reduced costs, but also greater stability and perhaps quality.
- 7.6 The other elements of the strategy will also have costs, especially the scholarship scheme and potentially the return to practice scheme. The costs of these schemes however, is dependent on the size of the scheme and number of people involved and can be more easily flexed from year to year.
- 7.7 Over the course of the MTFs Children's Services are expected to make substantial staffing savings of around £3m. The costs of all the initiatives contained within this strategy must be met from within the final reduced budget. Obviously, in general the higher the salary costs per post, the fewer posts will be affordable within a fixed budget. However, improvements in the stability and quality of the workforce may well compensate for this.
- 7.8 Finally, it is important to consider whether there could be any potential adverse side effects – either increasing the competition for social workers in our local market (leading to a bidding war) or the creation of demand for similar initiatives in related work sectors (such as Adults Social Workers or non Social Work Children's Professions.)

8. Use of Appendices

- *Appendix 1: New benchmarking data*
- *Appendix 2: EqlA*

9. Local Government (Access to Information) Act 1985

- *Children's Services Recruitment & Retention Offer* report presented to Staffing and Remuneration Committee on the 14th of September 2015.

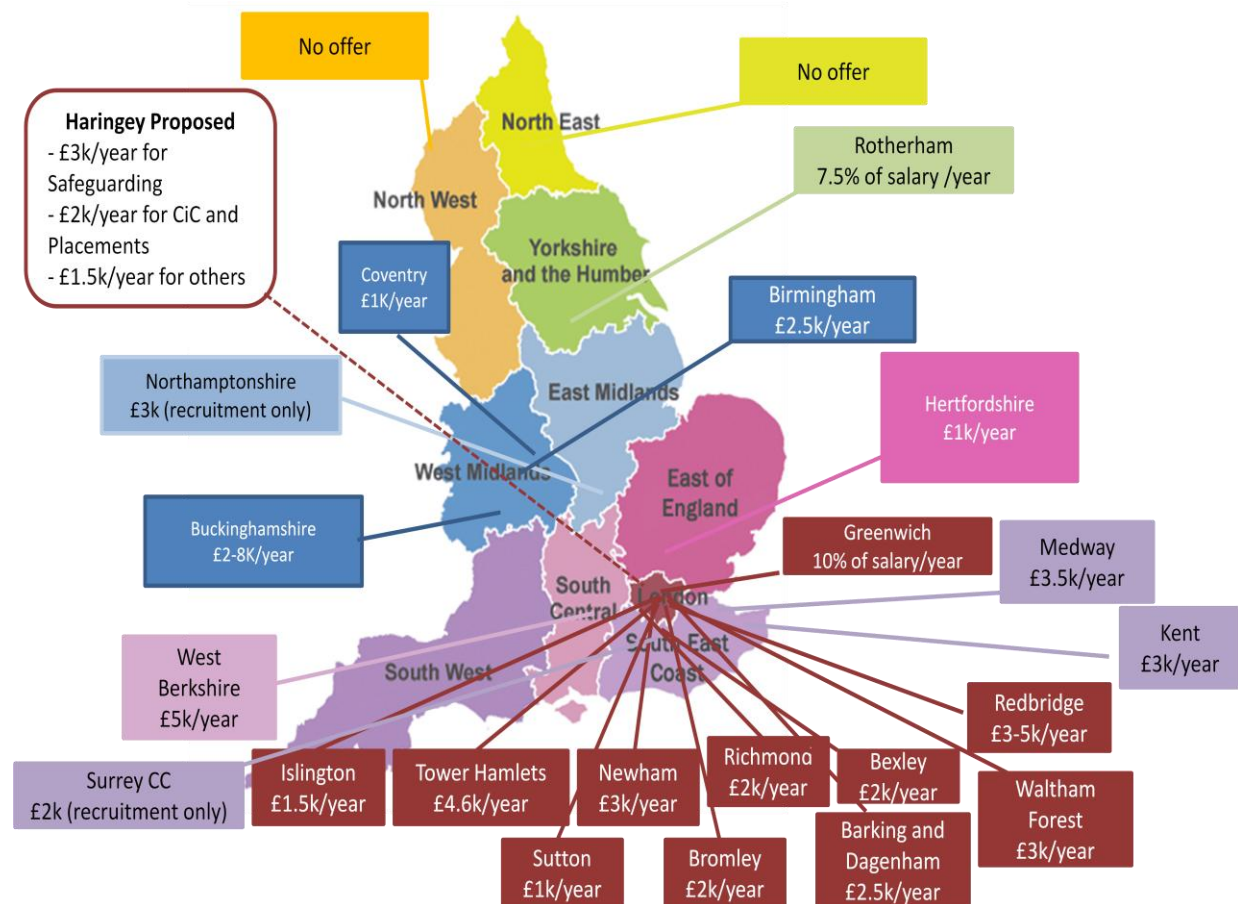
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Appendix 1 – New Benchmarking Data

The information below is based on a benchmarking exercise conducted on the 24th of November. All the data is based on what Local Authorities advertise as an offer on their recruitment portals, websites or brochures.

The benchmarking takes into account information from 56 Local Authorities (excluding Haringey), inclusive of all the other 31 London Boroughs. The research has found that:

- 21 Local Authorities are implementing a Recruitment and/or Retention Payment Incentive.
- 11 London Boroughs (excluding Haringey) offer a Recruitment and/or Retention Payment Scheme (34% of all London Boroughs)
- Waltham Forest have increased their Retention Payments from £2k/year in August to £3k/year in November.
- Enfield have ceased their Retention Scheme in April 2015 in order to review the impact.



Benefit Type	Recruitment and Retention Incentive		Other Financial Benefits								Other Non-Financial Benefits									
	Recruitment Payment	Retention Payment	HPC Registration Paid by Council	Relocation Package	"Refer a Friend" Scheme	Cash Option	Car Loan/ Lease Car/ Zip Car	Housing Scheme/ Discount	Staff Discounts for private Health Insurance /BUPA	Staff Discounts on Other Retailers	Professional Development	Academic Development	Succession Planning/ Career Path/ Flexible Transfer	Protected Time for Reflective Supervision	Flexible Working	Great Place to Live/Work/ Commute	Paid 3 Months Sabbatical	Employee Assistance/ Support Line	Low Caseload	Dedicated Admin Support
Proposed Haringey	√	√	√		√					√	√	√	√	√	√					
London																				
Barking and Dagenham	√	√						√												
Barnet				√						√	√	√	√						√	
Bexley	√	√	√	√	√	√				√	√			√						
Brent										√	√		√							
Bromley	√	√			√		√			√	√									
Camden									√	√			√							
Croydon																				
Ealing									√	√	√	√								
Enfield				√																
Greenwich	√	√								√	√		√							
Hackney										√	√		√							
Harrow																				
Havering															√					
Hillingdon			√						√	√	√									
Hounslow										√	√	√	√							
Islington	√	√								√			√							
Kingston							√		√	√	√		√							
Lambeth																				
Lewisham														√						
Merton									√	√	√		√	√						
Newham		√					√					√	√	√						
Redbridge	√	√								√	√	√		√						
Richmond	√	√					√			√	√	√	√		√				√	
Southwark							√			√	√		√						√	√
Sutton	√	√																		
Tower Hamlets	√	√																		
Tri-Borough																				
Waltham Forest		√						√		√	√			√						
Wandsworth																				

√ - Benefit that Haringey is proposing to implement/ is already implementing and other authorities do as well.

√ - Benefit that other Local Authorities are implementing and Haringey is not.

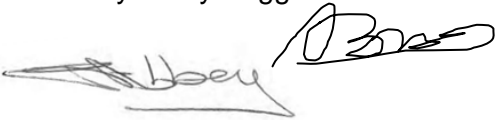
Benefit Type	Recruitment and Retention Incentive		Other Financial Benefits								Other Non-Financial Benefits									
	Recruitment Payment	Retention Payment	HCPC Registration Paid by Council	Relocation Package	"Refer a Friend" Scheme	Cash Option	Car Loan/ Lease Car/ Zip Car	Housing Scheme/ Discount	Staff Discounts for private Health Insurance /BUPA	Staff Discounts on Other Retailers	Professional Development	Academic Development	Succession Planning/ Career Path/ Flexible Transfer	Protected Time for Reflective Supervision	Flexible Working	Great Place to Live/Work/ Commute	Paid 3 Months Sabbatical	Employee Assistance/ Support Line	Low Caseload	Dedicated Admin Support
Proposed Haringey	√	√	√		√					√	√	√	√	√	√					
Rest of England																				
Birmingham	√	√	√								√	√	√						√	√
Buckinghamshire	√	√		√						√	√	√				√			√	√
Cambridgeshire										√	√		√							
Coventry	√	√		√						√	√	√								
Cumbria CC																				
Doncaster							√			√	√	√		√						√
Hertfordshire	√			√			√	√	√				√	√						
Kent	√	√		√			√			√	√				√	√	√	√	√	√
Leeds										√	√									
Lincolnshire			√	√			√			√	√		√	√			√			
Liverpool																				
Luton				√			√						√				√			
Manchester																				
Medway		√		√	√		√	√	√					√	√					
North Yorkshire						√	√													
Northamptonshire	√			√						√	√				√					
Nottinghamshire									√	√	√	√	√	√					√	√
Oxfordshire										√		√	√							
Rotherham		√		√			√		√	√	√	√					√			
Sandwell				√						√	√	√	√	√	√					
Sheffield																				
Slough																				
Sunderland				√			√			√	√		√	√					√	
Surrey CC	√			√						√	√	√		√						
West Berkshire		√		√			√						√			√		√		

√ - Benefit that Haringey is proposing to implement/ is already implementing and other authorities do as well.

√ - Benefit that other Local Authorities are implementing and Haringey is not.

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Appendix 2 - Equality Impact Assessment

Name of Project	Recruitment and Retention Incentives	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Deputy Chief Executive	Date EqIA created	03/12/2015
Name of completing officer	Victor Roman	Date of approval	03/12/2015
Approved by Director / Assistant Director	Jon Abbey/ Andy Briggs 		

The Equality Act 2010 places a ‘**General Duty**’ on all public bodies to have ‘**due regard**’ to:

- **Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act**
- **Advancing equality of opportunity between those with ‘protected characteristics’ and those without them**
- **Fostering good relations between those with ‘protected characteristics’ and those without them.**

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a ‘**Specific Duty**’ to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council’s commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council’s website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead: Andy Briggs	5.
2. Equalities / HR : David Towler (HR)	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

Describe the nature of the proposal

On 14th September 2015, Children’s Services sought delegated authority for the Director for Children’s Services to implement a monetary recruitment and retention reward to attract new experienced social workers and retain our existing social worker workforce, this was agreed subject to consultation with Lead Member for Children and Families and Lead Member Resources & Culture, and section 151 Officer, which has now happened and subsequently ratified.

Following the September Staffing & Remuneration Committee, Childrens’ Services have carried out further benchmarking and are now seeking agreement on a more detailed Social Care recruitment and retention offer, which includes a number of additional benefits to attract and retain qualified Social Workers and Team Managers. The Offer that is worked up in this report and proposed to the committee will bring us more in line with other London Boroughs, against which we are competing for the same limited workforce

The recruitment and retention of staff within CYPS presents a growing challenge nationally, especially within social care services. Haringey’s Children’s Services in particular, is undergoing a period of significant and rapid change against the backdrop of reducing budgets and pending OFSTED inspections in 2016 with the aim of moving to GOOD. The Service needs to recruit and retain more quality, experienced permanent staff. These staff will not only exhibit the key skills and experience to undertake their roles effectively but also demonstrate the right attitudes and behaviours that the Council aspires to both now and in the future as it moves towards being judged a GOOD Service by OFSTED.

CYPS will start paying a retention incentive to all permanent social workers, senior practitioners, team managers, IRO’s and CPA’s where there is a statutory requirement for a social work qualification to fulfil the duties of the post. These payments will be on a sliding scale and will be dependent on the services where we are having the most difficulty in recruitment and retention and for business critical posts.

Target Area	Type of Benefit	Description
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment, £1000 after probation of 6 months, £1000 after the end of the first 12 months
	Retention (£3k/year)	£1500 every 6 months
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPS	Retention (£1.5k/year)	£750 every 6 months

The retention element of the offer will be made to every permanent member of staff in the above categories, including the following :

- Anyone who is on sick absence/maternity leave and receiving full pay – 100% of retention amount paid
- Anyone who is on sick absence/maternity leave and receiving half pay – 50% of retention amount paid
- Anyone who is on sick absence/maternity and receiving no pay - 0% of retention amount paid

For anyone who is subject to formal performance, sickness absence or disciplinary action, the payment will be suspended until the outcome of the action has been concluded.

If no action is taken following the formal procedure, then payment will be made retrospectively.

Timeline of implementation stages:

The Recruitment and Retention incentive will be administered in December 2015.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment
Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
External benchmarking of Local Authority reward systems	Information on the reward strategies of London Boroughs.
Analysis of CYPS Social Care workforce data	

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment
This section to be completed where there is a change to the service provided

Data Source (include link where published)	What does this data include?
Employee data of affected staff drawn from SAP report	Data includes information on equality profile of affected employees including age, gender, disability, faith, sexual orientation and race.

**Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:
Positive and negative impacts identified will need to form part of your action plan.**

	Positive	Negative	Details	None – why?
Sex				The Recruitment and Retention Offer should not impact residents or service delivery, as it outlines the benefits of being a Children’s Social Worker in Haringey.
Gender Reassignment				See above
Age				See above
Disability				See above
Race & Ethnicity				See above
Sexual Orientation				See above
Religion or Belief (or No Belief)				See above
Pregnancy & Maternity				See above
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				See above

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.

Sex / Gender	Positive	Negative	Details	None - why?
<p>The gender split of employees affected by the proposal reveal that there are more women than men in these positions.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓

Gender Analysis					
Grade Group	Total No. Staff	Male		Female	
		No. Staff	% Grade Group	No. Staff	% Grade Group
SC1-SC5	0	0	0	0	0
SC6-SO1	0	0	0	0	0
PO1-PO3	21	5	24	16	76
PO4-PO7	133	23	17	110	83
PO8+	0	0	0	0	0
TOTAL	154	28	18	126	82

Table 1: Gender analysis of employees affected by the proposal

Gender Reassignment	Positive	Negative	Details	None - why?
<p>The council does not currently collate information on Gender Reassignment. However, there is no evidence to suggest that the proposal would have negatively affected this group as it is designed to affect all groups equally and will have the benefit of rewarding people fairly for their contribution to the Council, regardless of gender.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓

Age	Positive	Negative	Details	None - why?
<p>The age groups are split quite evenly in the 25 to 64 bracket. This is consistent with the council-wide headcount. The current council workforce profile is available on the council's internet site at Haringey Council Employment Profile Haringey Council</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓

Age Analysis													
Grade Group	Total No. Staff	16-24		25-34		35-44		45-54		55-64		65+	
		No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group
SC1-SC5	0	0	0	0	0	0	0	0	0	0	0	0	0
SC6-SO1	0	0	0	0	0	0	0	0	0	0	0	0	0
PO1-PO3	21	2	10	11	52	4	19	4	19	0	0	0	0
PO4-PO7	133	0	0	23	17	37	28	36	27	36	27	1	1
PO8+	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	154	2	1	34	22	41	27	40	26	36	23	1	1

Table 2: Age analysis of employees affected by the proposal

Disability	Positive	Negative	Details	None -
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<p>The percentage of employees affected by the proposal who declared a disability is 11%, which is higher than the council wide percentage of 10%.</p> <p>Although the number of employees declaring a disability is higher than the council wide percentage it must be noted that there are 51 employees in this population that have not declared, so it is possible that this includes employees that do not have a disability but prefer not to say.</p> <p>There is no evidence at this stage to suggest that the proposal will adversely affect disabled employees. The proposal will be applied to all employees within the pay category.</p> <p>Further analysis will be completed where necessary throughout and at the end of the implementation of the proposal to minimise any unintended impact on equality groups.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	why? ✓																																																																					
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="8">Disability Analysis</th> </tr> <tr> <th rowspan="2">Grade Group</th> <th rowspan="2">Total No. Staff</th> <th>Disabled Staff</th> <th rowspan="2">% Grade Group</th> <th colspan="2">Non Disabled Staff</th> <th colspan="2">Not Declared</th> </tr> <tr> <th>No. Staff</th> <th>No. Staff</th> <th>% Grade Group</th> <th>No. Staff</th> <th>% Grade Group</th> </tr> </thead> <tbody> <tr> <td>SC1-SC5</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>SC6-SO1</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>PO1-PO3</td> <td>21</td> <td>1</td> <td>5</td> <td>12</td> <td>57</td> <td>8</td> <td>38</td> </tr> <tr> <td>PO4-PO7</td> <td>133</td> <td>16</td> <td>12</td> <td>74</td> <td>56</td> <td>43</td> <td>32</td> </tr> <tr> <td>PO8+</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>TOTAL</td> <td>154</td> <td>17</td> <td>11</td> <td>86</td> <td>56</td> <td>51</td> <td>33</td> </tr> </tbody> </table> <p>Table 3: Disability analysis of employees affected by the proposal</p>	Disability Analysis								Grade Group	Total No. Staff	Disabled Staff	% Grade Group	Non Disabled Staff		Not Declared		No. Staff	No. Staff	% Grade Group	No. Staff	% Grade Group	SC1-SC5	0	0	0	0	0	0	0	SC6-SO1	0	0	0	0	0	0	0	PO1-PO3	21	1	5	12	57	8	38	PO4-PO7	133	16	12	74	56	43	32	PO8+	0	0	0	0	0	0	0	TOTAL	154	17	11	86	56	51	33				
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TOTAL	154	17	11	86	56	51	33																																																																		
Race & Ethnicity	Positive	Negative	Details	None - why?																																																																					

Although analysis of the ethnic profile of employees affected by the proposal is disproportionate with the council's March 2015 council wide profile there is no evidence at this stage of adverse impact on any ethnic group. This is due to the proposal affecting all ethnic groups equally.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

Race Analysis																	
Grade Group	Total No. Staff	Black		Asian		Mixed		Other		White Minorities		BME Total		White		Not Declared	
		No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group	No. Staff	% Grade Group
SC1-SC5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SC6-SO1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PO1-PO3	21	3	14	1	5	3	14	0	0	3	14	7	33	11	52	0	0
PO4-PO7	133	59	44	3	2	8	6	2	2	29	22	72	54	28	21	4	3
PO8+	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	154	62	40	4	3	11	7	2	1	32	21	79	51	39	25	4	3

Table 4: Ethnicity and Race analysis of employees affected by the proposal

Sexual Orientation

To maintain the privacy of employees, we have not reported the information on sexual orientation due to the numbers. Analysis has been completed and there is no evidence to suggest that the proposal will have an adverse impact on sexual orientation, as the proposal applies to all strands equally.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will

		See text on the left	✓
Positive	Negative	Details	None - why?
		See text on the left	✓

affect all strands equally.				
Religion or Belief (or No Belief)	Positive	Negative	Details	None - why?
To maintain the privacy of employees, we have not reported the information on sexual orientation due to the numbers. Analysis has been completed and there is no evidence to suggest that the proposal will have an adverse impact on Religion or Belief, as the proposal applies to all strands equally.			See text on the left	✓
Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.				
Pregnancy & Maternity	Positive	Negative	Details	None - why?
To maintain the privacy of employees, we have not reported the information on sexual orientation due to the numbers. Analysis has been completed and there is no evidence to suggest that the proposal will have an adverse impact on pregnancy and maternity, as the proposal applies to all strands equally.			See text on the left	✓
Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.				
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))	Positive	Negative	Details	None - why?
To maintain the privacy of employees, we have not reported the information on marital status due to the numbers. Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.			See text on the left	✓

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
No impact found at this stage of the process	We intend to assess the impact throughout the stages



Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?

SLT Unions CLG	Presentation to SLT members on proposals Weekly meetings on progress Holding update sessions with all Senior Managers
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Stage 8 - Final impact analysis

This will be completed at the end of the consultation.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Assistant Director	<div data-bbox="869 770 1339 885" data-label="Text"> <p>Andy Briggs </p> </div>	Date of review	<div data-bbox="1771 770 2157 885" data-label="Text"><p>03.12.2015</p></div>
Review approved by Director	<div data-bbox="869 922 1339 1053" data-label="Text"> <p>Jon Abbey </p> </div>	Date of review	<div data-bbox="1771 922 2157 1053" data-label="Text"><p>03.12.2015</p></div>

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy

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Report for: Staffing and Remuneration Committee

Item number: 11

Title: Monitoring success of Workforce Health and Wellbeing Strategy

Report

authorised by : Tamara Djuretic, Assistant Director of Public Health

Lead Officer: Tamara Djuretic, Assistant Director of Public Health

Ward(s) affected: None

Report for Key/

Non Key Decision: Non key decision

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.
- 1.2 There has been a significant progress with implementing the Strategy across the Council and we are receiving very positive feedback from staff, at all levels, on a number of initiatives implemented.
- 1.3 This paper proposes a set of overarching indicators that we will measure in order to understand if the Strategy is making desired impact and if it is improving outcomes for staff.

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1 To discuss and endorse proposed measures and targets set for the Workforce Health and Wellbeing Strategy implementation over the next three years.

4. Reasons for decision

- 4.1 Workforce Health and Wellbeing Strategy was published in June 2015 and a number of interventions have been implemented as part of the Strategy implementation.
- 4.2 It is crucial to understand the overall impact of the Strategy to be confident that focus on workforce health and wellbeing is making a difference and that interventions commissioned and delivered are effective and evidence-based. S&R Committee is therefore asked to support ongoing monitoring of the Workforce Health and Wellbeing programme progress and agree proposed indicators and set targets for the next three years.

5. Alternative options considered

N/A

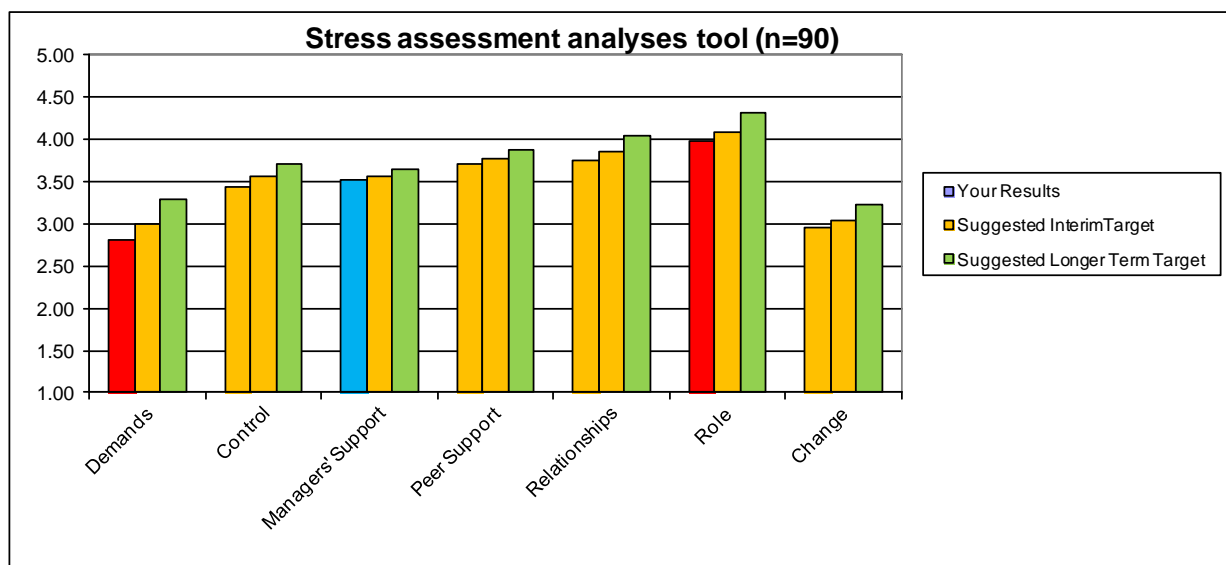
6. Background information

6.1 Haringey Workforce Health and Wellbeing Strategy was published in June 2015 and it proposed a set of measures that are focusing on process and three overall outcomes measures:

- Overall reduction in sickness absence
- Reduction in work related injuries and illnesses
- Improved mental health and wellbeing of all staff

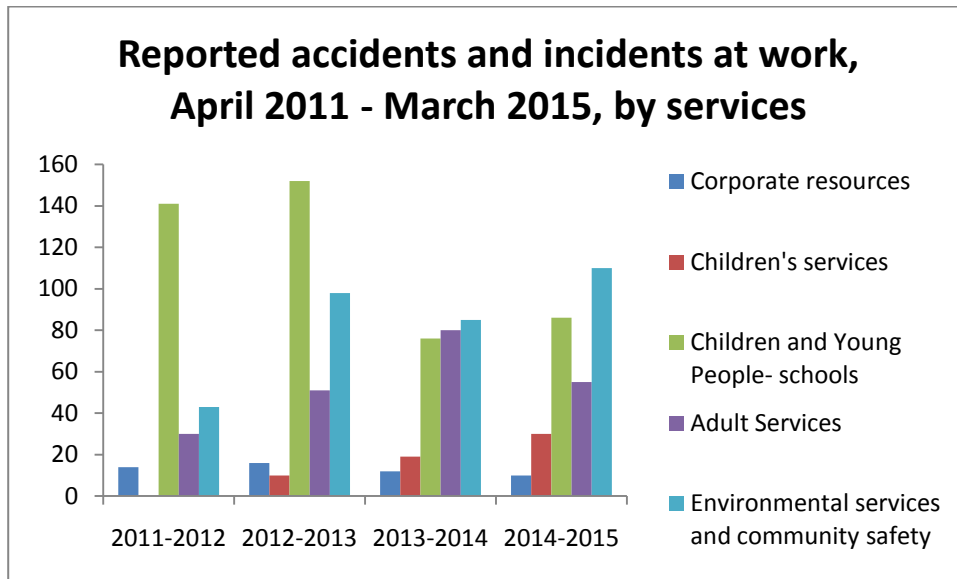
Sickness absence measure – As discussed at the last S&R Committee meeting, measuring overall reduction in sickness absence may not truly reflect effectiveness of the Workforce Health and Wellbeing Strategy as there are a number of other initiatives aimed at reducing sickness absence. Overall rolling year sickness absence data from October 2014 to October 2015 suggest an average of 6.9 sickness absence days (varied from 2.7 days for cold/flu, 10.6 for back related conditions to 20.5 days due to stress/mental ill health). It is therefore proposed to focus on the reduction of average number of sickness days due to stress/mental ill health year on year however setting a meaningful target at this stage may be a challenge.

Instead, it is proposed to use standard HSE stress assessment tool across the Council on annual basis. We recently conducted a baseline survey - a snapshot of stress assessment where we received 90 responses from staff across the Council and the tool proposes interim targets (proposed to achieve by 2016-2017 and longer-term targets (to be achieved by 2017-2018). They are described in chart below.

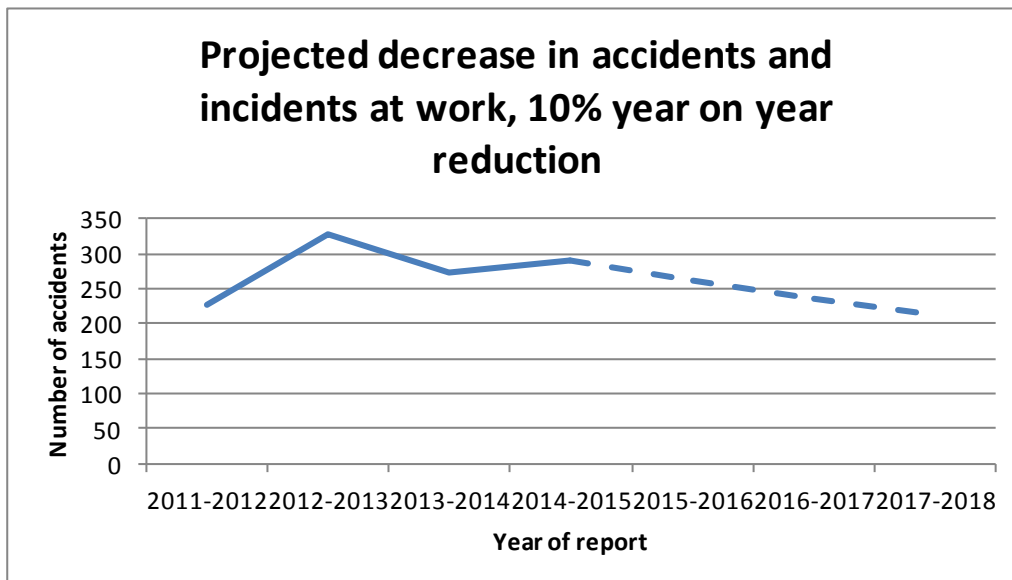


6.2 Reduction in work related accidents – At present, all accidents and incidents at work are reported to Health, Safety & Wellbeing team on a regular basis.

Although number of staff has been reducing over the last years, overall number of accidents remains similar with a slight increase in reporting over the last year (see chart below). This could be either a reflection of true number of accidents or better awareness of reporting system. Rates per 1,000 staff increased from 58.8 in 2011/12 to 102.7 in 2014/15.



It is proposed to decrease actual number of accidents and incidents at work by 10% each year for the next three years, with a particular focus on services with the highest number of accidents (Environmental services) and those where number of accidents is increasing (Children’s services). Chart below proposes trajectory for 2017-2018 (reduction from 291 accidents and incidents reported in 2015-2016 to 213 reported in 2017-2018).



6.3 Mental health and wellbeing of staff – At present, mental health of staff is not routinely recorded. We therefore developed a short mental health and wellbeing survey based on standard questionnaires utilised widely such as Warwick Edinburgh short scale for measuring mental health and wellbeing and workforce wellbeing survey used as part of the Healthy School package (Appendix I). We

are aiming to receive a response from 20-30% of staff (400-500). This information will be used as a baseline for monitoring success of the Strategy over the next three years.

<https://www.snapsurveys.com/wh/s.asp?k=144648010862> It is planned to integrate proposed questions into the staff survey that will be conducted at the beginning of 2016.

7. Contribution to strategic outcomes

- 7.1 Workforce Health and Wellbeing Strategy is supporting successful delivery of Haringey's Workforce Plan and it is closely aligned with Haringey's Health and Wellbeing Strategy 2015-18 and Sport Framework.

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

Finance and Procurement

- 8.1 Outcomes and interventions measured within the Strategy will be co-ordinated and delivered within already allocated resources in the Health, Safety and Wellbeing Team, Public Health Team and Leisure Department.

Legal

- 8.2 There are no legal implications arising from the recommendations of this report.

Equality

- 8.3 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.

- 8.4 This Strategy aims to deliver better health outcomes for all staff, particularly those experiencing poorer mental health at work. We will analyse information on ethnicity, pay grades, services, age and sex whenever data is available.

9. Use of Appendices

Appendix I – Workplace Wellbeing survey for staff

10. Local Government (Access to Information) Act 1985

- a. Haringey's Workforce Health and Wellbeing Strategy

Appendix I - Workplace Wellbeing Survey for staff

About you

Q1) Which service do you work in?

Q2) How long have you worked in the council:

Q3) Are you a manager? Yes/No

If so what tier and grade:

Q4) Are you largely desk based?

-Yes

-About half the time

-No

Q4) Please tell us your ethnic status (Option list will be provided)

Wellbeing Survey (Warwick Edinburg short questionnaire)

Below are some statements about feelings and thoughts

Q5	Please tick the box that best describes your experience of each over the last two weeks					
		None of the time	Rarely	Some of the time	Often	All of the time
	I've been feeling optimistic about the future					
	I've been feeling useful					
	I've been feeling relaxed					
	I've been dealing with problems well					
	I've been thinking clearly					
	I've been feeling close to other people					
	I've been able to make up my own mind about things					

Workplace Wellbeing Survey						
Q6 Please tick the box that best describes your feelings at work						
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	Communications are clear and effective					
	Support is available in terms of counselling, advice, and ways of dealing with grievances, conflicts or harassment					
	Employees are involved in the					

	<p>decision-making process. We have some control over our work</p>					
	<p>There is flexibility and support where possible over working hours, job-sharing, childcare, or home difficulties</p>					
	<p>We work well together. We have our bad days, but morale is mostly good</p>					
	<p>People are well matched to the jobs they have. Objectives are clear, and people usually receive enough training</p>					
	<p>We've had some training in managing stress. We try to support one another</p>					
	<p>We feel really valued within this organisation; proud to work here</p>					

Report for: Staffing & Remuneration Committee, 14 December 2015

Item number: 12

Title: People Management Date for Q2, July – September 2015

Report authorised by : Jacquie McGeachie, Asst. Director HR/SSC

Lead Officer: Carole Engwell, HR Quality Assurance Manager,
carole.engwell@haringey.gov.uk

Ward(s) affected:

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

1. Describe the issue under consideration

- 1.1. The report provides the Committee with data regarding the workforce including non-employed workers, absence rates and equalities data for the period July to September 2015.

2. Cabinet Member Introduction

- 2.1 Not applicable

3. Recommendations

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

4. Reason for decision

- 4.1. Not applicable. The report is for noting.

5. Alternative options considered

- 5.1. Not applicable.

6. Background information

Agency and Consultants Information

- 6.1. The number of Consultants / Interims increased by four people at the end of September compared to the end of June 2015. Overall, the estimated quarterly spend reduced by £174,786.
- 6.2. The number of agency staff reduced by twenty nine people at the end of September and the overall spend also reduced by £172,575.

The headcount numbers are summarised as follows :

	Agency Workers	Consultants (covering established vacancy)	Consultants (Supernumerary)
June 2015	424	33	27
September 2015	395	28	36

Details of the estimated spend is summarised as follows

	Agency Workers	Consultants (covering established vacancy)	Consultants (Supernumerary)
June 2015 (Q1)	£1,868,269	£138,403	£750,294
September 2015 (Q2)	£1,695,694	£83,992	£627,919
Change over quarter	Reduction of £172,575	Reduction of £54,411	Reduction of £120,375

- 6.3 The reason for the reduction can be attributed to many factors including robust ongoing management scrutiny, a procurement exercise which resulted in a pay rate reduction for the majority of Consultants from 1st September and the introduction of a Recruitment & Staffing Panel to examine recruitment of employees and non-employed workers.
- 6.4 The number of Consultants acting in a supernumerary role has shown the largest spend reduction. The reasons for this include several people leaving during the quarter; several people with confirmed end dates during October which has meant that their projected cost has been reduced by up to five months from March 2016 and the pay rate of the majority of people being reduced during September which has also resulted in a lower figure projected until the end of the financial year.
- 6.6 The green and blue Value for Money area of Appendix 1 indicates where the estimated cost is either no more than £15,000 more than the substantive salary or is less than the salary. At the end of September 71% of Interims are flagged as green or blue compared to only 44% at the end of September 2014. This figure highlights the work that has been done over the last year to control costs.
- 6.7 **Equalities Data**

The Equalities report is attached as an excel document at Appendix 2. The scorecard gives a profile of

- a) The age, gender, disability and working time profile of employees
- b) The number of employees within grade bands by age, disability and ethnicity
- c) Recruitment and retention data, promotion, training and formal procedures data of employees by age, ethnicity and disability.

At the end of September, there were 2,682 employees in the workforce excluding school-based employees, a reduction of 53 people since the end of June. There were 1,809 women and 873 men employed.

6.8 Gender

The percentage of women in the Council's workforce has remained stable at 67%, of the workforce. The target of 50% of women in the top 5% of earners has been slightly exceeded as they form 51.1% of this group. This target has been achieved as the workforce has reduced during the last quarter.

The ratio of women applying for Council jobs compared to men is 60/40 and the ratio of women compared to men being successfully appointed is 64/36. Women are also more likely to be promoted, attend training courses and take out a grievance. However, men are more likely to be disciplined with 51% of men being subject to disciplinary action compared to 49% of women.

6.9 Age

The average age of a council employee has remained stable at 47. Employees in the age range 45-54 are still the largest group in the workforce at 36%. The number of young people in the workforce reduced by two during the last quarter and is currently only 1.2% of the workforce. The Apprenticeship Programme may help to increase the number of young employees as the first cohort comes towards the end of their training in May 2016 and will then be able to apply for suitable vacancies across the Council.

6.10 Disability

Employees with a disability are currently 10.2% of the workforce. Over the last year 29 employees in this category left the Council's employment, the largest number (11 people) left due to redundancy although whether this was due to voluntary or compulsory redundancy is not recorded in these figures. 9 employees choose to resign with the remaining 9 leaving either due to retirement, dismissal or for another reason. Three people with a disability are in the top 5% of earners of a total disabled population of 274.

6.11 Ethnicity

The number of BAME employees as a percentage of the total workforce is currently 53%. There continues to be a large drop in the BAME population when the level of PO8 is reached as the percentage reduces from 41% of the workforce at PO7 to only 20% at PO8 or above. BAME employees are more likely to take out a grievance compared to other groups and to be the subject of disciplinary action. BAME employees are the subject of 74% all of disciplinary cases held. The action plan arising from the Equalities Audit will address these issues over the coming months.

6.12 **Sickness Absence**

Although the average number of days absence per employee had reduced during the middle part of this year, the number at the end of September had increased slightly to 8.2 days, compared to 8.9 days in September 2014.

60% of all absence is considered to be long term compared to 64% of absence last year. The percentage of working time lost is 3.3%, which is 0.6% lower than September 2014.

The cost of absence has reduced by £256,621 over the course of the year. During the rolling year to September 2015 the total cost was £2,032,885.

7. **Contribution to strategic outcomes**

- 7.1. The use of non-employed staff across the organisation contributes to the council's aim of moving towards a more flexible and agile workforce. The scale of change and number of areas that are and will be in the future, undergoing restructuring will require this flexibility to continue. Consultants bring with them new skills that have not previously been found in the workforce and these skills are being transferred to employees as the contracts progress.
- 7.2. The workforce will reduce and change over the next two years and the workforce data provided will highlight how these changes are taking effect across the organisation.

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

- 8.1. There are no legal implications arising from this report.
- 8.2. The current regime in place supporting the engagement of agency, consultant and interim staff requires a completed business case setting out the funding available to cover the costs of these appointments. This ensures that the managers are taking full budgetary responsibility for their decisions and the requirement to provide regular business cases for extensions provides challenge to ensure that greater focus is placed on moving towards permanent recruitment or the positive and timely delivery of agreed outcomes.

9. **Use of Appendices**

9.1. Appendix 1: Consultant / Interim Data

9.2. Appendix 2: Equalities Scorecard

10. Local Government (Access to Information) Act 1985

10.1. Not applicable.

ESTABLISHED POSTS: July to September 2015

APPENDIX 1

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	No. of contract Extensions	Date of recruitment advert	If not currently advertised, give reason	VFM Flag & Net Annual Cost	Estimated total full year	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not)
COO	Neville Murton	Interim Head of Procurement	50004609	10/06/2015	08/01/2016	6	3	new	Post holder in post for 3 months only	£ 32,085	£ 135,472.00	£ 103,387	Cover pending appointment of permanent role	1) Stabilise procurement operations 2) Review as-is procurement related issues 3) Develop recovery plan for procurement 4) Initialise supplier engagement programme, review quick win opportunities	Met
COO	Neville Murton	Project Manager Finance	50188911	28/01/2015	28/10/2015	9	1		Once the current project has ended we will advertise the role at a lower cost	£ 31,328	£ 99,660.00	£ 68,332	Filling a substantive role - Head of Debt Management	1) Consolidate debt management into 1 team; 2) reduce overall council debt; 3) implement new debt management system	Partly
COO	Jacque McGeachie	HR Account Manager (DCE)	50230592	03/03/2014	11/12/2015	21	5	30/6/15	4th time of advertising Ad has open closing date to attract candidates .	£ 15,049	£ 89,645.00	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1) Partner senior managers to design and develop a high performing organisation 2) Provide a consultancy service that delivers HR best practice 3) Ensure that the designated account area has a Workforce Plan in place & that it is delivered	Met
COO	Jacque McGeachie	HR Account Manager (COO)	50229424	18/05/15	30/11/15	6	0	30/6/15	4th time of advertising Ad has open closing date to attract candidates .	£ 17,204	£ 91,800.00	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1) Partner senior managers to design and develop a high performing organisation 2) Provide a consultancy service that delivers HR best practice 3) Ensure that the designated account area has a Workforce Plan in place & that it is delivered	Met
COO	Mark Rudd	Interim Head of IT	50004349	08/06/2015	31/12/2015	6	new	N/a	postholder in place for less than 3 months	£ 1,562	£ 117,200.00	£ 115,638	The role covering Head of IT as an interim to support transition of ICT services into SSC. The post is required to continue to work on the restructure of the service with the Head of the SSC.	1) Smooth transition of ICT operational teams into SSC. 2) Design of the Intelligent Client Function. 3) Cover for Head of IT role	Met
COO	Mark Rudd	Service Desk Supervisor	50097631	16/06/2014	24/12/2015	18	4	N/a	Covering secondment, process to move to FTC underway.	£ 2,618	£ 45,872.00	£ 43,254	The Role is covering the Service Desk managers post; who is Delivering enablement for SSC. The process to agree a fixed term contract is underway.	1) Service Desk Manager role cover.	Met
COO	Mark Rudd	Infrastructure Engineer (Citrix specialist)	50123671	27/01/2014	30/10/2015	21	6	10/07/15	Recruitment in planning stage	£ 22,483	£ 84,328.00	£ 61,845	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1) Citrix Specialist Skills Support	Met
COO	Mark Rudd	Infrastructure Engineer (Citrix specialist)	50107068	15/10/2012	30/10/2015	36	10	10/07/15	Recruitment in planning stage	£ 23,843	£ 85,688.00	£ 61,845	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1) Citrix Specialist Skills Support	Met
COO	Mark Rudd	TDA (Sharepoint Specialist)	50097896	07/11/2013	30/10/2015	23	6	10/07/15	Recruitment in planning stage	£ 15,241	£ 83,188.00	£ 67,947	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1) Support and delivery of Sharepoint for Homes for Haringey - Strategic Housing; 2) Support Baud activity; 3) Ensure skills transfer to permanent staff.	Met
COO	Mark Rudd	Technical Specialist/Architect	50107074	15/10/2012	31/12/2015	38	10	10/07/15	Recruitment in planning stage	£ 26,672	£ 91,770.00	£ 65,098	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1) Delivering libraries Transition into corporate IT services, 2) Provide technical expertise for managed print contract, 3) Designing Citrix technical roadmap	Met

ESTABLISHED POSTS: July to September 2015

APPENDIX 1

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	No. of contract Extensions	Date of recruitment advert	If not currently advertised, give reason	VFM Flag & Net Annual Cost	Estimated total full year	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not)
COO	Mark Rudd	Web developer	50107032	03/02/15	31/12/15	10	1	01/07/15	Recruitment on hold pending partnering decisions	-£ 3,217	£ 53,858.00	£ 57,075	To provide skills around web development which are hard to find; one application was received following recruitment , a decision regarding further recruitment is pending a decision on partnering decisions.	1)To deliver Web content management systems; 2) To provide skills transfer with permanent staff; 3) Development of Internet and Intranet	Met
COO	Stephen McDonnell	Sustainable Transport Manager	50190266	29/09/2014	11/12/2015	14	2	N/a	Future of the post is dependent on the outcome of the review of Highways & Street Lighting	£ 16,049	£ 92,445.00	£ 76,396	To manage the Transport Plan	1)Sustainable Transport Plan 2)Managing Highways & Engineers	Met
COO	Stephen McDonnell	Neighbourhood Action Manager	50190268	13/07/15	31/10/15	3	new		Part of Tier 3 review,	£ 4,932	£ 81,328.00	£ 76,396.00	Required to manage a substantial residential cleaning contract. Post part of tier 3 review and permanent appointment to be reviewed following review completion	Manage Waste Contract. Review residential cleaning contract. Reduce operating costs by £800K	Met
DCE	Gill Gibson	HoS Early Help & Prevention	50229979	25/11/2014	22/12/2015	12	4	N/a	New permanent postholder to begin in Jan 16	£ 42,073	£ 104,860.00	£ 62,787	Appointed to support a number of complex and high risk projects against a clear and diminishing timeline which will result in the timely and effective implementation of a new and integrated Early Help offer.	1. Lead on design of restructure of Early Help & Prevention, YCP & Youth Justice to create EH Locality model & Targeted Response & Youth Justice 2. Lead on formal staff consultation, and oversee implementation of restructure including assessing and mitigating risks, working closely with HR and Unison and Finance to achieve resource reductions 3. Lead development of comprehensive outcomes framework that reflects Corporate priorities, central government targets) & service P I	Met
DCE	Neelam Bhardwaja	Head of Service Safeguarding & Quality Practice	50216589	05/01/2015	31/12/2015	11	3	will be advertised in October 2015. Previous recruitment unsuccessful		£ 35,299	£ 124,275.00	£ 88,976	To continue to meet Council's priorities by providing a strategic lead for practice development; CPCC/IROs; LSCB; LADO and to lead on the implementation of legislation and policy.	Strategic lead for practice development Principal Social worker Lead on implementation of legislation & policy	Met
DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	27/10/2014	02/10/2015	11	2	Interviews due to be held at beginning of October.		-£ 293	£ 63,430.00	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
DCE	Wendy Hewlett	Head of Service (Safeguarding & Support)	50160510	27/04/15	15/01/16	8	3		reconfiguring service	£ 1,505	£ 107,338.00	£ 105,833	The new post which will sit under the new Head of Service - Direct line management of 6 team managers and overall responsibility for the work within the service area	1) New JD/ Person Spec to be finalised in August 2)Advert to be placed in Community Care 3)Interviews/recruitment for September	Partially - Not - Not
DCE	Wendy Hewlett	Interim Head of First Response	50236829	22/06/15	17/12/15	5	2		reconfiguring service	-£ 6,214	£ 80,000.00	£ 86,214	The new post which will sit under the new Head of Service -Direct line management for 6 team managers and overall responsibility for the work within the service area	1)New JD/ Person Spec to be finalised in August 2)Advert to be placed in Community Care 3)Interviews/recruitment for September	Partially - not met - not met
DCE	Patricia Bourne	Interim Service Manager, MASH and Screening	50003393	13/05/15	06/11/15	5	1	Recruitment in June & July unsuccessful		-£ 298	£ 64,800.00	£ 65,098	To ensure the LA meets it safeguarding responsibilities. This will enable robust decision making, adequate capacity to meet staff supervision and continued expertise in this area.	To embed recruitment/workforce strategy. To cost effectively recruit to post permanently. To ensure staff recruited are retained	

ESTABLISHED POSTS: July to September 2015

APPENDIX 1

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	No. of contract Extensions	Date of recruitment advert	If not currently advertised, give reason	VFM Flag & Net Annual Cost	Estimated total full year	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not)
DCE	Beverley Tarka	Deputy Director/Transformation Programme Manager	50012354	06/10/2014	30/09/2015	11	3	Autumn 2015	Covering temporary promotion. Post now vacant permanently, scope of new post under discussion.	£ 10,547	£ 147,075.00	£ 136,528	To deliver MTFP and associated service reconfiguration under transformation programme	1) To complete consultation on service change. 2) To deliver coproduction workshops and alternative delivery models. 3) To deliver report to cabinet in november on service proposals	Partly
DCE	Neelam Bhardwaja	Child Protection Chair	50003749	05/06/2014	30/12/2015	18	7	July interviews unsuccessful. Further interviews due early October		£ 10,843	£ 73,630.00	£ 62,787	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	10/11/2014	02/10/2015	10	4	July interviews unsuccessful. Further interviews due early October		-£ 25,158	£ 59,030.00	£ 84,188	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	18/12/2014	04/12/2015	11	2	July interviews unsuccessful. Further interviews due early October		-£ 293	£ 63,430.00	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	03/02/2015	02/10/2015	7	3	July interviews unsuccessful. Further interviews due early October		£ 6,907	£ 70,630.00	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
DCE	Susan Oti	Business Manager	50083045	01/07/15	06/11/15	4	New	16/10/15		-£ 7,034	£ 33,184.00	£ 40,218	Post part of the new structure effective from June, to be advertised in October.	1) Recruit to the permanent role 2) Support continuing development of the Council's Obesity Alliance	new post
DCE	Laura Gordon	Deputy Head of Service	50003891	18/08/15	29/10/15	2	New	Permanent appointment made 21/10/15		£ 2,679	£ 19,761.12	£ 17,082	Permanent appointment made 21/10/15 (L. Rush)	n/a - permanent appointment made	
Regen	Dan Hawthorn	Housing Transformation Project Manager	50236296	30/07/15	30/01/16	6	new	6 month time limited post		£ 17,051	£ 64,192.00	£ 47,141.00	To embed the priority boards and reporting frameworks for Priority 4&5 and to undertake the transformation review of the staegiv housing function	1) Support delivery of newly structured work programme 2) Delivery of 2 key corporate priorities 3) Conduct review aimed at reducing number of agency staff	
Regen	Dan Hawthorn	Business Analyst Housing Transformaiton	50236289	10/08/15	10/02/16	6	new	6 month time limited post		-£ 6,159	£ 48,321.00	£ 54,480	To embed the priority boards and reporting frameworks for Priority 4&5 and to undertake the transformation review of the staegiv housing function	1) Support delivery of newly structured work programme 2) Delivery of 2 key corporate priorities 3) Conduct review aimed at reducing number of agency staff	

TRANSFORMATION POSTS July to September 2015

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	Number of contract Extensions	Daily rate Sept onwards	Estimated total full year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
COO	Jacque McGeachie	Head of Workforce Transition	n/a	26/02/2014	18/12/2015	21	3	£ 575.00	£ 117,075	The first council wide Workforce Plan was introduced at the end of last year and this post leads on the implementation of the plan	1)Tier 3 review 2)My Career portal 3)New performance appraisal process	Partly
COO	Mark Rud	Programme Delivery Manager	n/a	20/01/2015	31/12/2015	11	1	£ 552.00	£ 112,060	To ensure successful project delivery within time and budget and deliver the financial savings required. The role also oversees and co-ordinates the regular reporting of programme progress, financial management, benefits realisation, risks, issues and status to ensure Senior Managers, Chief Executive and the BIP Programme Board have accurate and timely information.	1 - Support and challenge risk areas surrounding the implementation of the SSC 2 - Provide critical challenge sessions to all functions migrating into the SSC 3 - Develop an operational go-live checklist for functions migrating into the SSC	Met
COO	Mark Rud	Project Manager	n/a	27/01/2015	27/01/2016	12	0	£ 605.00	£ 123,075	The Project requires an experienced manager who has implemented this type of project before , The appointment of an experienced PM will help ensure a successful implementation but will also lead to less risk and costs as previous tools, models and templates will be re-used to decrease costs and time scales.	1 - Establishment the team to implement the Business Support Project 2 - Development of a Plan for BSS 3 - Complete As-Is Mapping for BSS roles throughout council	Met
COO	Brett McKee	Senior business analyst	n/a	16/03/2015	30/11/2015	8	0	£ 502.00	£ 102,060	To: Engage with the Group Executives, ICT and other business functions, prioritise projects and resources whilst utilising the resources from the I.T. support function and overseeing design and implementation to the projects as required. The role aims to ensure best practices are incorporated in the larger technical projects so they are successfully implemented and lead to less risk for council.	1 - Support the implementation of the Shared Service. 2 - Oversee the implementation of the Case Management Technical solution for the SSC 3 - Oversee the implementation of the Intranet and IVR (telephony) implementation for the Shared Service.	Met
COO	Tracie Evans	BIP Programme Director		10/03/2014	31/12/2015	21	1	£ 815.00	£ 165,075	The Business Infrastructure Programme (BIP) is a highly complex programme requiring strong, IT, Change, Programme Management and support service transformation experience. Approximately £7.8m MTFS and significant performance improvement are dependent on the successful delivery of the programme. Brining in an external expert is critical to ensure experiences within other local authorities is leveraged and time scales for implementation are reduced.	1 - Transitioning from project to a permanent Shared Service structure 2 - Establish the second phase of the programme and oversee resource requirements 3 - Oversee the develop the Investment requirements for the next phase of the programme.	Met

TRANSFORMATION POSTS July to September 2015

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	Number of contract Extensions	Daily rate Sept onwards	Estimated total full year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
COO	Brett McKee	Change Manager		29/04/2015	31/03/2016	11	0	£ 580.00	£ 117,660	To progress the work of the vacant Communications Manager post & oversee Training in preparation for SSSC Go-Live. The Training Manager's remit covers : Stakeholder Engagement, reviewing and validating local training materials and courses, detailed Training Needs Analysis (TNA), coordinate, develop and deliver bespoke training programmes to meet skills needs	1 - As-Is analysis to determine how many people are undertaking these types of function and in what areas to help develop a future model 2 - Developing a team to drive the implementation 3 - Development of a detailed plan.	Met
COO	Brett McKee	Senior Project Manager Finance		01/08/2014	31/03/2016	19	1	£ 580.00	£ 117,660	The Senior Project Manager Finance has experience in Transformation specifically in finance. They will work alongside the Service and BAs to achieve a smooth transition to a shared services environment and associated technology enhancements. The work this interim will complete includes: Delivering workshops and contributing to the Target Operating Model , Stakeholder Management.	1 - Transitioning the finance function into the SSC 2 - Completion of a proof of concept for Financial budget forecasting 3 - Completion of contractual arrangements for financial budget forecasting.	Met
COO	David Airey	Procurement Transformation Project Manager		01/09/15	01/12/15	3	new		£ 62,127	To help transform the approach to procurement with the challenge of introducing ways of working which will involve a significant culture change across the organisation. The role will make a major contribution to ensuring the long sustainability of the council.	1) Lead in the design & approach to category management and the organisations structure of the procurement function by understanding the current model and working with senior stakeholders to agree this 2)Design & implement a procurement technology infrastructure that underpins procurement transformation 3)Be a credible advocate for the proposed changes	new post
COO	Brett McKee	Business Analyst		20/07/15	31/03/16	8	new		£ 66,101	Required for a maximum of 10 days between July '15 - March 16 to support the BIP Phase 2 project.	1) Examine best practice from other councils 2)Appraise the information to evaluate lessons learnt and construct communications for a range of audiences 3)To work with the BIP Phase 2 Programme lead to disseminate information of best practice/lessons learnt and to propose recommendations for design and implementation of the support model	new post
COO	Brett McKee	Training Manager		27/07/15	31/12/15	5	new		£ 69,156	To oversee and deliver all training requirements for the programme including new technology, culture and customer services soft skills. Post is required until the final technology implementation goes live and all key users are trained	1) To oversee and deliver the training plan and produce training materials 2) To deliver training courses and all communication 3)To arrange a handover to the business following each period of training	new post

TRANSFORMATION POSTS July to September 2015

Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	Number of contract Extensions	Daily rate Sept onwards	Estimated total full year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
COO	Brett McKee	Senior business analyst		01/08/15	31/12/15	4	new		£ 67,252	Required for the mobile working project to scope business requirements and enable these to be clarified and a decision made on the totality of technology spend and the business benefits to be realised.	1) Undertake engagement with BU to determine full scope of project and priority areas 2) Develop a high level plan and phasing for the roll out 3) Determine ICT requirements based on business needs and put together a business case for each service area to determine potential cashable efficiencies	new post
COO	Brett McKee	Business Analyst		13/07/15	31/03/16	8	new		£ 58,480	To deliver a detailed target operating model for business support	1) Produce a detailed HR restructure document and implementation plan for 200 + posts 2) Lead on the upskilling and on job training of the internal BA 3) To implement the HR restructure	new post
COO	Brett McKee	Business Analyst		20/07/15	31/03/16	8	new		£ 57,868	To support the delivery of a detailed target operating model for business support	1) Produce a detailed HR restructure document and implementation plan for 200 + posts 2) to support the upskilling and training of internal BA 3) To develop the financial model for the business support service	new post
COO	Brett McKee	Business Analyst (Phase 2)		28/09/15	28/03/15		new		£ 47,093	This is a key role in the team working on the Shared Business Support project involving 700 posts across the council. The post will focus on capturing the detailed business requirements from services to inform the functional operating model.	1) Management of Shared business support plan ensuring this is updated across each work stream as the programme progresses 2) To define business requirements for the Shared Business Support model across a scope of services 3) Appraisal of business requirements	new post
COO	David Airey	Project Manager (housing transformation)										new post
Regen, Planning & Dev	Dan Hawthorn	Housing transformation Development Manager		27/11/14	31/03/16	16		£ 542.50	£ 110,160	To manage phase 1 of the council's manifesto commitment to building new homes. This includes resident consultation to assess housing renewal options. No staffing resource is in place on a permanent basis and a temporary resource is needed until permanent funding is available.	1) Ensure all contractors start on site for Phase 1 2) To procure agreement of Phase 2 with Members & GLA 3) Completion of initial appraisals and studies for potential Phase 3	Met
Regen, Planning & Dev	Dan Hawthorn	Project Adviser – Development Vehicle (n/a	12/09/2015	31/03/2016	6	2	£ 745.00	£ 145,680	To support development and approval of business case for proposed Haringey Development Vehicle, and to support procurement of joint venture partner for the vehicle.	* Prepare Cabinet Paper & EqIA for Vehicle business case * Work with commercial and legal advisers to develop and agree procurement programme through to financial close * Prepare draft procurement pack ahead of OJEU go live in January 2016	Partly
Regen, Planning & Dev	Lyn Garner	Programme Director, Tottenham Regeneration	n/a	02/01/2014	04/10/2015	21		£ 15,300.00	£ 90,000	to undertake senior role on Tottenham Regen programme	Permanent postholder appointed on 5th October 2015	n/a

ADDITIONAL POSTS ; July to September 2015

Directorate	Hiring Manager (Asst. Director)	Job title	Start date	End Date	Contract length (Months)	Number of contract Extensions	Estimated Cost / Year Apr to Aug	Daily rate Sept onwards	Estimated total full year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
COO	Mark Rudd	Exchange Specialist - Evergreening	20/08/2013	31/12/2015	28	7		£ 396	£ 46,332	This is additional project resource, technical lead/architect for the Upgrade to Exchange 2010 and of the council email service. Without this resource the migration to Exchange 2010 will not be completed & the council is likely to fail in meeting mandatory requirement of Public Sector Network (PSN). It will not be able to upgrade our infrastructure to supported environment which will have further impact on the councils ability to connect to PSN and GCSX services.	1)Migration to Windows Server 2008, 2)Supported platform Transition to 2010; 3)Transfer of skills to existing workforce	Met
COO	Mark Rudd	Infrastructure Engineer	30/01/14	27/11/15	21	5		£ 387	£ 45,294	The role is providing additional capacity, in supporting Technical Project Manager.	1)Support for Evergreening project; 2)Support for energy efficiency programme	Met
COO	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/2011	30/11/2015	52	u/k		£ 290	£ 33,930	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.	1)Street lighting inventory leading to energy savings 2)Meeting the accountancy regulations in regards to assets. 3)Contract process improvements leading to efficiencies and implementation of new CDM requirements (Health & Safety)	Met
COO	Stephen McDonnell	Violence against Women & Girls Project Co-ordinator	23/12/2014	20/10/2015	9	2		£ 200	£ 23,400	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	1)Delivery of the harmful practices working group. 2)White Ribbon developments/delivery 3)Supporting the strategic lead in the delivery of the VAWG delivery plan	Met
COO	Stephen McDonnell	Domestic Violence Strategic Manager	02/06/2014	20/10/2015	16	4		£ 385	£ 45,045	To be incorporated in the Community Safety restructure during Q1 2015. Part funded through MOPAC	1)Development of IDVA services. 2)Ensure timely delivery of the VAWG delivery plan across the Council 3)X2Domestic Homicide Review	
COO	Stephen McDonnell	Integrated Offender Management Offender Strategic Lead	02/09/2013	31/10/2015	25			£ 430	£ 50,310	Working with the Met at Wood Green Police Station (IOM Activity) and supporting the implementation of Shield.	1)To support the implementation of shield through the IOM and project officer 2)To recruit the IGU lead an management through IOM 3)Continue to deliver MOPAC 7 objectives in line with funding arrangements	Met
COO	Stephen McDonnell	Programme Manager	22/04/15	31/03/16	11			£ 750	£ 87,750	Overseeing Priority 3	1)Set up P3 Programme Board 2)Review governance arrangements	Met
COO	Stephen McDonnell	Project Manager	02/06/15	30/10/15	5	1		£ 520	£ 60,840	Expertise needed to design a new TOM for Highways and Street Lighting Services	1)Project brief 2)Benchmark service 3)Gap analysis of current service arrangement	Met
DCE	Beverley Tarka	Service Manager (Commissioning)	19/08/2013	20/11/2015	27		£ 44,405	£ 510	£ 104,075	Post is grant funded for the Care Act. The plan is for successful negotiation in reduction in rate so that activity can be focused on embedding systems and processes re Care Act Phase 1 internally and externally.	1)Identify supports in service to deliver with project officers. 2) Produce action plan on areas relating to areas identified in the plan. 3)Gather information from leads forum relating to identified areas in the plan.	Partly
DCE	Jon Abbey	HR Business Partner (Children's Services)	28/09/15	31/03/16	6	new	£ 80,000		£ 40,800	Required to translate the Children's Services workforce plan into meaningful actions that support the delivery of Priority 1, with a clear link to the Corporate Workforce Plan	1) Driving the recruitment & retention agenda 2) Supporting Service Heads to strengthen performance management & talent development 3) Support "Go To" and restructures	Postholder in post for only 3 days
DCE	Zina Etheridge	Programme Manager	15/10/15	31/12/15	2	New	£ 132,146		£ 56,162			
Regen	Stephen Kelly											
Regen	Stephen Kelly											
Regen	Dan Hawthorn	Innovation Hub Officer (0.4)	21/09/15	30/10/15	1		n/a		£ 38,148	Required 2 days per week funded through New Homes Bonus. Hub brings developers & owners to test technologies to deliver better performance. Saving money & carbon while delivering value to the borough in terms of developing jobs, training and business growth. Expert knowledge required, project scheduled until 9/16.	1) The establishment of the project team 2) Engage with key stakeholders to ensure that they are involved with this project and have clear objectives 3) Plan and deliver an inception meeting with key stakeholders who are likely to invest in the project	Met

ADDITIONAL POSTS ; July to September 2015

Directorate	Hiring Manager (Asst. Director)	Job title	Start date	End Date	Contract length (Months)	Number of contract Extensions	Estimated Cost / Year Apr to Aug	Daily rate Sept onwards	Estimated total full year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
Regen	Stephen Kelly	Building Control Surveyor	04/11/14	31/03/16	16				£ 56,800	Required to work on the industrial living project - a cross service project between Planning, Building Control and Private Sector Housing	1) To carry out joint inspections in all target areas 2) To check building control applications submitted 3) To arrange for enforcement notices to be served	Met
Regen	Stephen Kelly	Structural Engineer	12/01/15	31/03/16	14				£ 49,200	Providing specialist structural engineering expertise to enable cost effective fee setting on building regulation assessment and building control consultancy work in line with requirements of increasing fee targets. The post is hard to recruit to a council graded post and there is a national shortage of structural engineers.	1) To exceed additional fee income targets 2) To check all building control applications 3) To carry out additional housing surveys and repairs	Met
Regen	Dan Hawthorn	Senior Construction Procurement Officer (Regeneration)	22/06/2015	31/12/2015	6	New			£ 73,440	To support Regeneration Programme	1) Issue of PIN notice, 2) Completion of PQQ for Hornsey Town Hall 3) Commencement of same for High Road West	Met
Regen	Dan Hawthorn	Implementation Manager	10/08/15	06/11/15	3	New			£ 71,568	To implement the Cabinet decision on the future of Homes for Haringey, made in September 2015 and put in place the arrangements for the ongoing relationship with the ALMO.	1) New draft management agreement between the council and the ALMO 2) TUPE of staff from the council to the ALMO 3) TUPE of staff from the ALMO to the council	new role

Equality Scorecard September 2015
 Period : July 2015 to September 2015

APPENDIX 2

Data as at 30/09/2015

Profile by Services

Profile by Services	Chief Operating		Corporate Governance Policy & Business Mgt		Deputy Chief Executive		Regeneration, Planning & Development		Haringey September 2015		Haringey June 2015		Targets
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	
Headcount	1285		109		1111		177		2682		2735		
Full-time equivalent (FTE)	1134.2		103.9		990.1		151.6		2379.8		2415.3		
Top 5% of earners - Female	24	46.2	4	30.8	30	66.7	10	43.5	68	51.1	68	48.9	50.0
Top 5% of earners - BAME	11	21.2	4	30.8	9	20.0	1	4.3	25	18.8	26	18.7	22.0
Top 5% of earners - Disability	1	1.9	2	15.4	0	0.0	0	0.0	3	2.3	3	2.2	3.7
Age 16 to 24	16	1.2	0	0.0	13	1.2	3	1.7	32	1.2	34	1.3	
Age 25 to 34	136	10.6	24	22.0	171	15.4	22	12.4	353	13.2	378	14.1	
Age 35 to 44	302	23.5	26	23.9	245	22.1	60	33.9	633	23.6	647	24.1	
Age 45 to 54	511	39.8	37	33.9	398	35.8	59	33.3	1005	37.5	1023	38.1	
Age 55 to 64	287	22.3	20	18.3	270	24.3	30	16.9	607	22.6	602	22.4	
Age 65 and over	33	2.6	2	1.8	14	1.3	3	1.7	52	1.9	51	1.9	
Average Age	47		46		46		45		47		46		
Disability	128	10.0	11	10.1	128	11.5	7	4.0	274	10.2	285	10.6	
BAME	711	55.3	46	42.2	591	53.2	68	38.4	1416	52.8	1455	54.3	
White Minorities	209	16.3	16	14.7	172	15.5	40	22.6	437	16.3	444	16.6	
White	344	26.8	46	42.2	315	28.4	68	38.4	773	28.8	777	29.0	
Not declared	21	1.6	1	0.9	33	3.0	1	0.6	56	2.1	59	2.2	
Female	782	60.9	67	61.5	849	76.4	111	62.7	1809	67.4	1845	67.5	
Male	503	39.1	42	38.5	262	23.6	66	37.3	873	32.6	890	32.5	
Part-time	343	26.7	14	12.8	293	26.4	43	24.3	693	25.8	729	27.2	

Ethnicity Key	
BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalites - British, English, Scottish, Welsh, and Northern Irish

* Numbers are too small to report

Profile by Grade Bands

	Scale1 to Scale5		Scale 6 to SO1		PO1 to PO3		PO4 to PO7		PO8+		Other		Totals	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head	%
Age 16 to 24	11	1.5	5	0.9	9	1.4	1	0.3	0	0.0	6	2.0	32	1.2
Age 25 to 34	91	12.2	87	15.8	95	14.4	44	12.1	1	1.5	35	11.8	353	13.2
Age 35 to 44	145	19.4	113	20.5	194	29.4	94	25.8	16	24.6	71	24.0	633	23.6
Age 45 to 54	259	34.7	223	40.5	237	35.9	151	41.4	27	41.5	109	36.8	1006	37.5
Age 55 to 64	213	28.5	114	20.7	117	17.7	72	19.7	19	29.2	72	24.3	607	22.6
Age 65 and over	28	3.7	8	1.5	8	1.2	3	0.8	2	3.1	3	1.0	52	1.9
Disability	97	13.0	67	12.2	66	10.0	20	5.5	3	4.6	21	7.1	274	10.2
BAME	505	67.6	319	58.0	308	46.7	151	41.4	13	20.0	120	40.5	1416	52.8
White Minorities	95	12.7	90	16.4	136	20.6	65	17.8	11	16.9	40	13.5	437	16.3
White	130	17.4	130	23.6	207	31.4	143	39.2	40	61.5	124	41.9	774	28.8
Not declared	17	2.3	11	2.0	9	1.4	6	1.6	1	1.5	12	4.1	56	2.1
Female	466	62.4	438	79.6	444	67.3	213	58.4	41	63.1	207	69.9	1809	67.4
Male	281	37.6	112	20.4	216	32.7	152	41.6	24	36.9	89	30.1	874	32.6
Part-time	368	49.3	137	24.9	117	17.7	26	7.1	4	6.2	41	13.9	693	25.8

Period
Oct-2014 - Sept 2015

% of that group

Recruitment & Retention						Promotions		Performance Appraisals		Training		Formal Procedures				
Applicants		Starters		Leavers		Promotions		Appraisals Completed mid year 2014/2015		Internal Training Courses		Grievance Cases		Disciplinary Cases		
Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head	%	Head count	%	
Age 16 to 24	273	12.0	22	9.8	10	2.8	4	2.5			4	1.3	0	0.0	0	0.0
Age 25 to 34	805	35.2	75	33.3	65	18.3	30	18.8			35	11.8	4	13.8	6	14.0
Age 35 to 44	536	23.5	55	24.4	88	24.8	50	31.3			67	22.6	5	17.2	12	27.9
Age 45 to 54	479	21.0	54	24.0	105	29.6	59	36.9			108	36.4	11	37.9	15	34.9
Age 55 to 64	186	8.1	18	8.0	72	20.3	17	10.6			81	27.3	9	31.0	9	20.9
Age 65 and over	5	0.2	1	0.4	15	4.2	0	0.0			2	0.7	0	0.0	1	2.3
Disability	2	0.1	4	1.8	29	8.2	13	8.1			29	9.8	9	31.0	7	16.3
BAME	1279	54.4	101	44.9	156	43.9	68	42.5			147	49.5	15	51.7	32	74.4
White Minorities	343	14.6	25	11.1	58	16.3	31	19.4			55	18.5	9	31	5	11.6
White	670	28.5	82	36.4	126	35.5	58	36.3			93	31.3	4	14	5	11.6
Not declared	60	2.6	17	7.6	15	4.2	3	1.9			13	4.4	1	3	1	2.3
Female	1414	60.1	145	64.4	234	65.9	107	66.9			187	63.0	19	65.5	21	48.8
Male	938	39.9	80	35.6	121	34.1	53	33.1			110	37.0	10	34.5	22	51.2

* Numbers are too small to report

	Leaving Reason Groups											
	Resignation		Redundancy		Retirement		Contract End		Dismissal		Other	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
Age 16 to 24	8	2.3	0	0.0	0	0.0	2	0.6	0	0.0	0	0.0
Age 25 to 34	52	14.6	10	2.8	0	0.0	1	0.3	1	0.3	1	0.3
Age 35 to 44	57	16.1	20	5.6	0	0.0	3	0.8	1	0.3	7	2.0
Age 45 to 54	56	15.8	25	7.0	0	0.0	1	0.3	2	0.6	21	5.9
Age 55 to 64	19	5.4	29	8.2	7	2.0	2	0.6	3	0.8	12	3.4
Age 65 and over	2	0.6	4	1.1	9	2.5	0	0.0	0	0.0	0	0.0
Disability	9	2.5	11	3.1	4	1.1	0	0.0	3	0.8	2	0.6
BAME	75	21.1	44	12.4	5	1.4	0	0.0	2	1	30	8.5
White Minorities	35	9.9	14	3.9	2	0.6	2	0.6	1	0	4	1.1
White	74	20.8	28	7.9	9	2.5	5	1.4	3	1	7	2.0
Not declared	10	2.8	2	0.6	0	0.0	2	0.6	1	0	0	0.0
Female	123	34.6	61	17.2	9	2.5	5	1.4	3	0.8	33	9.3
Male	71	20.0	27	7.6	7	2.0	4	1.1	4	1.1	8	2.3
Maternity												

Ethnicity Key	
BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalites - British, English, Scottish, Welsh, and Northern Irish

Sexuality

Not recorded/known	1932	72.0	
Bi-Sexual	8	0.3	1.1
Gay Man	12	0.4	1.6
Heterosexual	540	20.1	72.0
Lesbian	4	0.1	0.5
Prefer not to say	186	6.9	24.8
Total recorded	750	28.0	100.0

No.	% of all staff	% of recorded
1932	72.0	
8	0.3	1.1
12	0.4	1.6
540	20.1	72.0
4	0.1	0.5
186	6.9	24.8
750	28.0	100.0

Religion/ Belief	No.	% of all staff	% of recorded
Christian	341	12.7	45.5
Hindu	14	0.5	1.9
Jewish	5	0.2	0.7
Muslim	49	1.8	6.5
None	159	5.9	21.2
Other ...	23	0.9	3.1
Prefer not to say	158	5.9	21.1
Not Recorded	1933	72.1	



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Report for: Staffing and Remuneration Committee

Item number:

Title: Homes for Haringey TUPE Transfer

Report authorised by: Tracie Evans, Chief Operating Officer

Lead Officer: Jacquie McGeachie, Assistant Director HR and SSC

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 On 15th September 2015, Cabinet resolved to offer Homes for Haringey (HfH) a management agreement for a further 10 years from 1st April 2016. Cabinet noted the recommendation of the Future of Housing Review Group that those staff seconded to HfH in 2014 from Community Housing Services, where it was appropriate to do so, be transferred to HfH's employment. Cabinet also noted the recommendation of the Future of Housing Review Group that roles identified within HfH that are in the scope of the Business Infrastructure Programme and Customer Services Transformation be transferred from HfH to the Council. It was noted at Cabinet that it was likely that TUPE would apply to both transfers.
- 1.2 Subsequent work identified 17 support services posts (10 in Finance and 7 in HR) at HfH who would be in scope to transfer.
- 1.3 Advice concluded that TUPE should be treated as applying to both transfers. Accordingly, those support staff from HfH have been subject to formal engagement with a view to transferring to the Council with effect from 1st January 2016.
- 1.4 There is an agreed list of 148 members of staff employed by the Council but seconded to HfH, who are in scope to be transferred permanently to HfH. Discussions are ongoing to agree a statement of principles by the two organisations and once agreed with the unions, will be signed by all three parties. As soon as this is resolved, a period of formal staff engagement will begin, with a view to staff being transferred by the 31 March 2016.

- 1.5 The Council and HfH will formally indemnify the other against any actions or decisions taken by the other party pre-transfer. This will be achieved with the use of an agreement between the Council and HfH in respect of each transfer, which will mirror each other.

2. Cabinet Member Introduction

Not required for S&R Committee

3. Recommendations

The Committee is asked to note the content of this report.

4. Reason for decision

- 4.1. This approach is consistent with the report submitted to Cabinet on 15th September 2015.

5. Alternative options considered

- 5.1. Following the decisions to transfer the relevant staff, advice was received that the most appropriate and compliant way to achieve this was to work on the basis that TUPE applied to the transfers.

6. Background information

- 6.1. The functions within Community Housing were those residual elements of the Housing Service that stayed with the Council after the initial creation of the ALMO. Most of the functions involved work in the area of homelessness, although there are also some support functions.
- 6.2. When re-defining its operations in order to promote efficiency, the Council determined that a unified housing service would yield more efficient operations and a better service outcome. For this reason, under the project of 'Housing Unification', the Community Housing function was transferred from the Council to HfH. The existing management agreement between HfH and the Council was formally amended to reflect this.
- 6.3. During this period, the Council also wanted to re-examine its approach to future housing delivery and commissioned a review into future delivery options. This made the future of HfH as a separate legal entity uncertain. For this reason, staff carrying out the transferring function were not transferred to HfH, but remained Council employees. There was a temporary secondment agreement for the staff in question, allowing them to be seconded temporarily until the end of March 2016. This date is the end date of the existing management agreement between HfH and the Council.

- 6.4. Now that the Council has decided to offer HfH a new ten year management agreement starting on 1st April 2016, HfH would be best placed to permanently employ the staff that deliver the services it is responsible for.
- 6.5. Staff and managers within the Community Housing service have been the subject of informal communication. Formal communication meetings were arranged, but were cancelled when an official trade dispute was raised by Unison at the CEJCC meeting on 27th October 2015. The dispute lodged by Trade Union colleagues' centres on the identity of the employer post transfer.
- 6.6. The Council is currently in negotiation with the trade unions to resolve matters so that the dispute can be closed. As at the 1st December 2015 a statement of practice, draft at Appendix A, is currently in discussion by the Council, HfH and the trade unions and it is hoped that a version of this can shortly be agreed and adopted by all parties. As soon as the dispute is closed, a formal staff engagement process will begin.
- 6.7. Part of the team currently seconded to HfH is the Housing Improvement Team. This team deals with enforcement actions against private landlords, mostly in connection with Houses of Multiple Occupation (HMOs). This service transferred to HfH in September 2014 but is now subject to the Council wide review of how enforcement action is undertaken across different team. It is possible that a decision may be taken to bring this function back into the Council, which means that the 13 members of staff affected (not included in the 148 referred to above), will not be transferred to HfH. In this event, their secondments would be ended and they would remain in the Council's employ and work within a central enforcement department within the Council.
- 6.8. An exercise was undertaken to ascertain the full extent of support services within HfH. As a separate legal company, it is reasonable for HfH to retain some support services that it cannot reasonably expect from the Council, such as governance support, or a specialist company accountant. The results of the analysis that was undertaken are that 17 members of staff are now in scope to transfer to the Council.

7. **Contribution to strategic outcomes**

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

8.1 **Assistant Director of Corporate Governance**

The legal issues raised by this report are covered in the body of the report.

8.2 **Chief Finance Officer**

The Chief Finance Officer has been consulted on this report; given that it updates members on the proposed transfer of staff, there are no direct financial implications arising from it although clearly there will need to be an agreed

transfer of the funding associated with the various transfers of staff between the Council and Homes for Haringey.

9. **Use of Appendices**

Appendix A - Draft statement of practice

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

Draft Statement of Practice in respect of Transfer of Staff from Haringey Council to Homes for Haringey (draft relevant as at 1 December 2015)

1. This Statement of Practice will be monitored by a Tri-Partite Forum between the recognised trade unions, Haringey Council and Homes for Haringey which will meet as/when required by any of the parties between the date of transfer and 1st September 2016. This forum is not a decision making body but it provides an opportunity to effectively engage on all matters related to the employment policies and practices affecting staff transferred from Haringey Council to Homes for Haringey on (insert date of transfer).
2. Nothing in this Statement of Practice shall be deemed to remove any statutory right of individuals or the parties to the agreement.
3. Homes for Haringey confirm they do not seek to harmonise terms and conditions of employment or take any other actions which would be unlawful under the TUPE regulations therefore, existing conditions of service including redundancy and early retirement provisions would remain as part of the contracts of employment of those transferred. In the event that Homes for Haringey seek in future to vary existing conditions of service these would be subject to consultation and negotiation with the recognised trade unions at the time.
4. New starters on or after the TUPE transfer will be offered Homes for Haringey terms and conditions of employment. The minimum hourly rate for any person employed shall be equivalent to the London Living wage rate as determined by the Mayor's Office annually. Homes for Haringey will remain an accredited Living Wage Employer. Homes for Haringey shall implement the London Living wage uplift in line with announcements from the Mayor's Office and any increase to the rate shall be backdated to the date of the announcement in line with Haringey Council's London Living wage policy.
5. Homes for Haringey confirms that all staff TUPE transferred from the Council will maintain their membership of the Local Government Pension Scheme or the option to join this scheme at some stage in the future. The Company is and will remain an admitted body of the Haringey Council Pension Fund.
6. Future NJC pay awards and incremental progression entitlements and any changes in the National and Regional Local Government Services agreements will be honoured under the contracts of employment of the employees transferred.
7. Any transferred employee who applies for and is successful in obtaining a new position within Homes for Haringey would be applying for that position on Homes for Haringey terms and conditions but Homes for Haringey terms and conditions would not be applied to individuals who change roles as part of a restructure where the role is predominantly similar to their current role. Any such proposals shall be subject to consultation.

8. Homes for Haringey are committed to equal opportunities, work life balance, whistle blowing and health and safety policies and have in place policies on each of these. These shall be made available to transferring staff.
9. Homes for Haringey is committed to workforce development, education and training this has been recognised by the achievement of Investor in People Gold status and Top Employer accreditation.
10. Homes for Haringey is committed to collective bargaining and will maintain both corporate and directorate consultative machinery as at present. It will continue to observe its existing facilities/recognition agreement with the recognised Trade Unions. These arrangements shall include the right to have lawful Union deductions taken at source (check off) and to be represented by a Union Official of their choosing. The right to be party to these arrangements will extend to transferred employees.
11. The Council has a robustly resourced client function to performance manage the Management Agreement with Homes for Haringey and ensure contractual and service compliance is maintained. The Council is represented on the Homes for Haringey Board at both member and officer levels
12. Homes for Haringey is a top employer. Working for Homes for Haringey means:
 - ❖ We treat our employees fairly and with respect
 - ❖ We believe in equality in the workplace
 - ❖ We consult and involve our employees in change
 - ❖ We value employees who take responsibility for providing excellent customer service
 - ❖ We value commitment to resolving housing needs in Haringey
 - ❖ We are a team and we invest in the development of our team

Signed:

..... On behalf of Haringey Council

..... On behalf of Homes for Haringey

..... .. On Behalf of Trade Unions

Report for: Staffing & Remuneration Committee, 14 December 2015

Item number: 14

Title: Summary of Organisational Restructures and the creation of new posts, April – September 2015

Report authorised by : Jacquie McGeachie

Lead Officer: Carole Engwell, HR Quality Assurance Manager,
carole.engwell@haringey.gov.uk, 028 489 3377

Ward(s) affected: None

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

1. Describe the issue under consideration

To inform the Staffing & Remuneration Committee of the organisational restructures undertaken by Assistant Directors across the organisation during this financial year.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for decision

Not applicable

5. Alternative options considered

Not applicable

6 Background information

The attached report details organisational restructures that have taken place or which are currently taking place across the organisation since April 2015. It is intended that this report be updated for the Committee on a quarterly basis and that an update report will be provided to the committee at the relevant time.

7 Contribution to strategic outcomes

Each organisational restructure has followed the agreed council procedure and has included input from HR, trade unions and legal services where required.

8 Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

Assistant Director of Corporate Governance

There are no legal implications arising from this report

9 Use of Appendices

See Appendix 1: Details of Restructures

10 Local Government (Access to Information) Act 1985

Not applicable.

11 Background papers

Background papers relating to each restructure are located at River Park House, 225 High Rd, Wood Green London N22 8HQ

Details of Organisational Restructures 2015

Title	Consultation start date	Approved	Funded Posts (post consultation)	Number of posts deleted	Reason
Restructure of Public Health	14-Jan-15	01-Mar-15	29	3	These changes are necessary to realise planned savings requirements of 150k
Transfer of line Management of Housing Commissioning from COO to AD for Regeneration and align with Housing Investment and Site Team	30-Apr-15	07-May-15			
Establishment of the role of Head of Adult Service Operations	07-May-15	15-May-15	1	0	To provide leadership for reconfigured operational services
Establishment of roles within the Shared Service Centre	16-Jun-15	01-Jul-15	8	0	To ensure the effective establishment and operation of the Shared Service Centre operation so that the significant headcount reductions that are set out in the in the medium term financial plan can be delivered.
Establishment of the Temporary Project Manager for the STEM Commission	03-Jul-15	09-Jul-15			
Reorganisation of the Councils' directly managed childcare provision	21-May-15	10-Jul-15	60	20	Reorganising the types of staff roles across the service and introducing more progression.

Transfer of Finance operational services to the Shared Service Centre	15-Jun-15	21-Jul-15			Restructure to enable transition to the Shared Service Centre
Transfer of HR Operational Services to SSC		21-Jul-15	41		Restructure to enable transition to the Shared Service Centre
Establishment of Early Help Service	03-Jun-15	27-Jul-15	110	25	Development of the Early Help Service
Establishment of the temporary role of Head of Shared Business Support		27-Jul-15	1		This post will lead the design and implementation of the Shared Business Support and will be reviewed as part of implementing the service
Human Resources Establish Head of People and Change and Head of Workforce Planning and Temporary roles of Workforce Programme Manager, My Career Manager and Employee Engagement Manager	15-Jul-15	16-Aug-15			Two senior roles in HR to deliver the Workforce Plan and lead on supporting the workforce implications within the Corporate Plan. The temporary roles are part of delivering the Workforce plan and will be review during 2017/18
Establishment of roles to assist with the Transformation of Adult Services	24-Aug-15	03-Sep-15	13	0	The post of Assistant Director was retained in the structure/budget has a vacant post and the funding counted towards the general underspend against staffing. The post is now to be filled (March 2016) on a permanent basis as a consequence of the significant changes taking place in Adults Social Care.

Changing the role of Service Manager (Mental Health)	30-Jul-15	09-Sep-15	1	0	To make changes to a newly vacated role in order to improve operational delivery
Restructure line management arrangements for Democratic and Committee Services		09-Oct-15			
Introduction of new Governance Arrangements for Haringey Registrars Service and changing its structure and working arrangements	01-Oct-15	consultation still open			Change structure to maximise availability with ceremony profile and make planned savings

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Report for: Staffing & Remuneration Committee 14th December 2015

Item number: 15

Title: Inclusion and Diversity Action Plan

Report authorised by : Jacquie McGeachie, Assistant Director Human Resources

Lead Officer: Julie Amory, HR Policy Manager

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 At the 14th September 2015 meeting of this Committee a presentation was given on the initial findings of the review conducted by an external organisation into the council's equality practices and its overall compliance with the Equality Act and Public Sector Duty.
- 1.2 The Committee resolved:
- a) That the Committee agree to receive a final Action Plan and actions at the December 2015 committee meeting;
 - b) That the Committee agree to monitor progress during 2016.
- 1.3 A copy of the final report received from ENEI is attached at Appendix 1.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the proposed draft action plan attached at Appendix 2 be noted. The Committee is also asked to note that the recommendations and draft action plan will also be considered by the Overview and Scrutiny Committee at their meeting on 17th December 2015.

4. Reason for decision

It was agreed at the 14th September 2015 meeting of this Committee that the full report and recommended actions would come back to this group for consideration and agreement.

5. Alternative options considered

As the Council is committed to improving its equality practices there are no alternatives to consider as this report will be used as the starting point for making changes in the workplace culture and Equality Act compliance.

6. Background information

- 6.1. Following a competitive tendering exercise Human Resources commissioned ENEI to complete the review. ENEI is an independent organisation that covers all aspects of equality and inclusion issues in the workplace; working with Government, business and trade unions.
- 6.2 The commissioned review had six main objectives:
1. Seeking views of stakeholders and employees;
 2. Evaluating Learning & Development products;
 3. Evaluating current EqlAs including content quality;
 4. Audit EqlA procedure and documentation;
 5. Audit how we perform in relation to the Public Sector Duty and Equalities Act;
 6. Consider how equality & diversity can impact on culture.
- 6.3 The final report contains numerous recommendations which have been grouped into themes to assist in the action planning progress. Grouping the areas will also assist in implementation, effective monitoring and will ensure that the correct area is aware of and responsible for the relevant action. An order of priority has been allocated to each recommendation although these are subject to the final agreement by the project group set up to implement them, they are based on early impact and compliance.
- 6.4 The common themes used to collate the recommendations are:
1. Cumulative Analysis techniques and data;
 2. Equality Impact Assessments – process and support;
 3. Procurement processes and Contracted Out Services;
 4. Quality Improvement activities;
 5. Monitoring of progress and performance;
 6. Induction and development;
 7. Recruitment and retention.
- 6.5 As agreed by Senior Leadership Team (SLT) on 1st September 2015 the implementation of the recommendations at Appendix 2 of this report will be jointly owned by a project group made up of HR, and a cross council team led by the Head of Policy & Business Management and the Director for Public Health (as the cross cutting theme owner for 'A fair and equal borough'). The first actions for the group will be to review the priority order given in Appendix 2 to ensure that they are realistic and can be met from within the resources allocated. Making a decision on how the the recommendations will be implemented will also be an early action for the group to decide.
- 6.6 Implementation of the recommendations will be met within existing resources where possible with sub-groups that will include employees from HR, Policy Team, Trade Union representatives and members of staff who have volunteered to assist in the implementation process. The next stage will be for the recommendations to be allocated to business areas for work to begin on implementation. The focus will be on implementing those recommendations identified as Year 1 priorities.
- 6.7 We will be performing an organised communication to staff of the findings that details planned activity including running sessions with Corporate Leadership Group (CLG) and Corporate Management Group (CMG) early in 2016.
- 6.8 The review identified a need to have data across all the equality strands which will assist in considering potential impact of our decisions on the nine Protected Equality Strands when completing Equality Impact Assessments (EqlAs). The council

recognises that there is a gap in some of our data sources which it is committed to addressing as part of the implementation of the recommended actions.

- 6.9 The Policy and Strategy Unit will create guidance notes that will inform employees who are completing EqlAs of other data sources that they can use when completing an assessment that have been compiled by external organisations for example, the GLA, London Councils and other government departments.

7. Contribution to strategic outcomes

- 7.1 The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. The equalities review is the key element of the Inclusion & Equality Workforce Objectives for 2015 – 18 which forms part of the Corporate Plan, the Mid Term Financial Strategy and the Workforce Plan.
- 7.2 A key priority of the Council's Corporate Plan is to be Outstanding for All. To assist in achieving this aim it is important for the Council to have in place initiatives that work towards this objective.
- 7.3 It is encouraging to note that many of the recommendations suggested at Appendix 2 of this report and initiatives already included within HR's Workforce Plan will assist in meeting this aim as they include:
- a. offering increased access to work experience for young BAME people via our apprenticeship programme;
 - b. setting objectives for managers around ensuring diversity and inclusion of their teams;
 - c. using FUSE to review succession planning for diverse talent; and
 - d. encouraging and delivering mentoring for employees in particular those from a Black, Asian and Minority Ethnic (BAME) background as the Council recognises the gaps in progression levels of this part of its workforce.
- 7.4 The equality review recommendations and current HR Workforce Plan initiatives are consistent with the action that the CIPD - the professional body for HR and people development – recently suggested that employers take to assist BAME workers as they had identified that BAME employees were less likely to be rated as top performers than their white counterparts.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

Assistant Director of Corporate Governance

- 8.1 The Assistant Director of Corporate Governance notes the contents of the report and sees no legal reasons preventing the Committee from approving the recommendations.

The Chief Finance Officer

- 8.2 The Chief Finance Officer confirms that whilst the recommendations in Appendix 2 could require expenditure and other resource if they are agreed, no full assessment of costs has yet been made. This will emerge from the next planned stage which is a project group who will review the recommendations in detail and address, where resources are required, if they can be met and from where.

Equalities and Community Cohension Comments

- 8.3 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- a. tackle discrimination and victimisation of persons that share the characteristics protected under section 4 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;
- b. advance equality of opportunity between people who share those protected characteristics and people who do not;
 - c. foster good relations between people who share those characteristics and people who do not.

8.4 The commissioned review focussed on assessing the Council's performance against the public sector equality duty and made recommendations for improvement. Implementation of recommendations identified during the review will assist the Council meet its duties under the Equality Act and will also indirectly benefit our residents and service users as our staff become better equipped to assist individuals from equality backgrounds different from their own.

9. Use of Appendices

- Appendix 1 ENEI Equality Audit Report
- Appendix 2 Draft Equality Audit Mapped Recommendations

10. Local Government (Access to Information) Act 1985

10.1. N/A



London Borough of Haringey

Audit on Workforce Equality & Inclusion

Incorporating:

Employers
Forum *on* Age

Employers
Forum *on*
Belief

Employers 4 Fathers

October 2015

For further information regarding this report please contact:

Dan Robertson
Diversity & Inclusion Director
Employers Network for Equality & Inclusion (enei)
dan.robertson@enei.org.uk
Direct office: 0207 922 7787
Mobile: 07946 466 180
www.enei.org.uk

or

Alaba Okuyiga
Training & Consultancy Manager
Employers Network for Equality & Inclusion (enei)
alaba.okuyiga@enei.org.uk
Direct office: 02079227791
Mobile: 07799085161

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Introduction.

Haringey Council is facing some of the most significant challenges it has ever faced. Against this backdrop, in May 2015, enei (Employers Network for Equality & Inclusion) after a tender process were chosen by Haringey Council to:

- Provide an Equality & Inclusion Audit with recommendations on the Council's compliance with the Equality Act 2010.
- To design and facilitate staff focus groups to capture views on diversity, equality and transparency especially in relation to the Council's employee profile using the protected characteristics.
- To evaluate the Council's current Equality & Diversity learning and development products including how delegates have applied and transferred their learning into the workplace and can demonstrate their responsibilities.
- To evaluate recent and current Equality Impact Assessment or EqIAs providing feedback on the quality of their content, specifically focusing on action planning
- To audit current EqIA procedures and process including all documentations such as guidelines.
- To audit performance in relation to the Public Sector Equality Duty (PSED)
- To work with officers to develop a data set that reports the protected characteristics and provide assurance to the Senior Leadership Team and the Staffing and Remuneration committee
- To consider the impact Equality & Diversity can have on the culture of the organisation and consider this in a wider project the Council is commencing
- To produce a report that includes all the above with evidence, summary of findings, recommendation and a proposed action plan which is creative and practical within four weeks of the audit being completed
- To demonstrate that knowledge transfer has taken place with a number of key officers in relation to their understanding of the Equality Act, how to achieve compliance and how to connect to external benchmarking / networking opportunities
- To present the findings and recommendations to the council's Senior Leadership Team and Staffing and Remuneration within 8 weeks of the audit being completed or the nearest Staffing and Remuneration Committee to that date

Context

In September 2014, Haringey Council had identified that:

- It had an aging workforce in key areas such as senior and middle management
- That it had an absence of young people working for it and fewer joining its ranks
- That Black, Asian, Minority Ethnic (BAME) predominantly occupy roles up to PO3 whilst White counterparts are overrepresented at PO8 and above.

Haringey's Salary & Review Committee signed off on commissioning this independent review.

Against a background of fiscal streamlining, Council staff need to meet increasing expectations from its residents and users while the workforce is reducing in size.

This report focuses on the council's approach to achieving an equal diverse and inclusive workforce on one hand and on the other reflecting on the Equality Impact Assessment process.

Methodology

The audit commenced with an Inception meeting (as part of the enei tender) on 20 May 2015 with elected, executive, policy and trade union members of Haringey Council as well as an enei team.

The purpose of this meeting was to define methodology, deliberate milestones and potential outcomes. The meeting also reviewed understanding of the scope of the audit, roles and responsibilities. From this meeting a project team led by Cllr Vanier, Council HR, Policy & Strategy, Trade Unions and enei emerged.

The process continued with a document review of forty (40) policies, strategies and its Equality Impact Assessment

Stakeholder discussions and interviews

As part of the audit enei held a series of group discussions with key stakeholders (Members, Trade Unions, SLT, CMG, and Policy and Strategy). Our aim was to gather views on the Councils' performance on equality to date and identify some of the challenges faced on making sustainable progress. Persons interviewed also had specific roles in terms of Equality, came into contact with diversity issues, managed large teams and sat at the key elements of the organisational hierarchy.

We also sought input on the design of the proposed survey of staff.

Common themes that emerged from the groups' discussion included:

- The need to strike a balance between compliance and realism in respect of the radical changes and pressures facing the Council
- A desire to 'unpick' what is really going on with regard to equality and inclusion
- Encouraging a more open culture where people feel confident about admitting what they do and do not know around equality issues and where rights and responsibilities are understood
- The need to make equality and inclusion really 'part of the day job' and not an 'add on' i.e. *'Not seeing equality and inclusion as another line in a programme'*
- The importance of developing a more nuanced understanding of Haringey's changing communities and the issues they face through more sophisticated data and partnership working
- Finding the 'hooks' for equality going forward
- Recognition that the nature of the borough necessitates that equality and inclusion need to be at the core of the Council's work.
- The importance of moving from 'talk and training' to 'action'
- An acknowledgement that there was a degree of cynicism within the Council with regard to equality and inclusion and blockages to progress due to long-term institutional failures
- The importance of small but significant symbols of change
- A view that disability may be underplayed in the Council (especially mental health)

In addition to the stakeholder discussions we also held a number of one to one interviews to gain a deeper understanding of some key developments in the Council which have E&D relevance. These included Haringey Values, The Academy, My Conversation, Tier 3 Review, Rebranding and Communication.

Recommendations

1. Haringey values

Equality and inclusion is both explicit and implicit within the Values e.g. under Human is 'We are passionate about difference', under Ambitious is 'We embrace change' but we understand that there has been no specific discussion on how equality and inclusion can be advanced through the Values. This needs to be addressed.

2. Tier 3 Review

2.1 Include a specific reference to equality and inclusion as a competency within the generic role profiles as without this there is a risk that excellence in equality and inclusion is assumed but is difficult to measure. How will the Council know what 'effective' looks like?

2.3 Ensure that the implementation of the Tier 3 review is subject to equality analysis especially in respect of those staff who will be 'demoted'.

3. My Conversation

3.1 There could be equality and inclusion issues in relation to certain groups under-evaluating themselves because of lack of confidence, past experience, lack of role models in where they want to go etc. Managers will be required to be highly skilled in communication with staff and alert to their own biases.

3.2 Consider adding questions around equality and inclusion to the bank of questions to alert managers to stereotyping and unconscious bias.

3.3 Ensure that unconscious bias training is included in the training programme currently being developed for the use of 'My Conversation'

4. The Academy

4.1 Ensure that the ongoing development of the Academy subject to equality analysis

4.2 Explore the potential of the apprenticeships and graduate entry schemes for tackling occupational segregation in the Council and thereby demonstrating due regard to advancing equality of opportunity

Document Review (see appendix for specific out of date references and comments)

To determine the extent to which due regard to equality has been given across a range of the Council's functions we undertook an extensive document review as part of the equalities audit.

The documents reviewed included a range of corporate strategies, employment policies and procedures along with equality specific information (policies, monitoring data and reports). Some of the documents were current (e.g. the Corporate Plan and the Workforce Plan), others dated back to 2010 or earlier and a number were not dated.

Although the majority of the documents we reviewed could be considered to be relevant to the three aims of the Equality Duty, evidence of having due regard was not always apparent.

The 3 aims of the Equality Duty are:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

Recommendations relating to key documents and/or associated stands of work:

- Corporate Plan 2015/18

It was encouraging to see that equality and inclusion was a cross cutting theme and enabler for the Council's strategic priorities.

The challenge will be to ensure that this commitment is continued through the delivery plans and performance measures emerging from the Corporate Plan.

We recommend that:

1. A cumulative equality impact analysis be undertaken to identify any evidence of disproportionate adverse impact across the Delivery Plans?
2. Equality and inclusion measurements are developed as part of the performance management framework

- Sustainable Community Strategy 2007/16

The current strategy aligns with the Equality Duty through its focus on eliminating inequalities, promoting good relations and cohesiveness, and advancing equality of

opportunity (e.g. addresses economic prosperity; poverty and disadvantage; employment, training and education).

We understand that a new community strategy is to be developed and so our recommendations are for consideration in the development of the new strategy.

We recommend that:

1. Due regard to the Equality Duty and in particular, the need to foster good relations and advance equality of opportunity, is explicit in the development process for the new strategy.
2. The Council specifies how it will monitor and analyse access, outcomes and satisfaction across the protected characteristics and vulnerable groups.

- Health & Safety & Wellbeing Policy

We found implicit reference to equality issues and felt that the policy could be enhanced to demonstrate explicit due regard to the Equality Duty.

We recommend that:

1. Further consideration be given to the Duty to make reasonable adjustments.

- Workforce Plan 2015/18

We note that the aim is to create *'an agile workforcethat is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey'*

The Plan states that *'within the Plan there is a focus on diversity and inclusion across all the initiatives and products being created'*. There is also reference to a fair and inclusive succession planning process and to *'Monthly mood monitors and change questionnaires'* to find out how staff are feeling.

The Plan includes a draft Equality Impact Assessment (EIA) dated 16th December 2014 which identifies disproportionate negative impact on women, BME and disabled staff with actions designed to mitigate this adverse impact.

However, although equality and inclusion is one of 6 interrelated components the Plan does not expand much beyond the audit of compliance and the intention to use this and equality analysis data to develop a 3 year Action plan.

We recommend that:

1. A cumulative equality assessment is undertaken across all of the elements of the Workforce Plan to get a fuller picture of the potential for adverse impact
2. Actions proposed for mitigating the adverse impact identified in the initial EIA are implemented and monitored
3. The EIA is updated on a quarterly basis to identify any adverse impact emerging over time and allow for mitigating action to be considered

4. The Succession planning process is subject to equality analysis and ongoing monitoring
5. Equality analysis is an integral part of any restructure proposals from the onset
6. Data from the '*monthly mood monitors*' is disaggregated by the Protected Characteristics and reviewed for differential impact

- Employment Policies

We reviewed a range of employment policies and procedures to check that they reflect the current requirements of the Equality Act.

We found that there were out of date references and gaps in some of the policies. For example, references to the Disability Discrimination Act, not taking full account of the scope of the duty to provide reasonable adjustments, not including details of how particular policies will be monitored for consistency and fairness, using definitions not in line with those within the Equality Act, inconsistencies between certain statements and case law.

We have been informed that all HR policies are currently under review although we are not clear on the timescale for this review.

We have been assured that due regard to the Equality Duty is incorporated into the policy review process but at this stage we cannot evidence this assurance.

Our recommendation is that there is an audit trail to indicate how due regard is being given in the review, redesign and implementation of all HR policies and procedures

- Stakeholder Engagement Guidance (v.7 Feb 2015)

We note that there is no reference to considering the diversity of the stakeholders and 'Methods of Engagement' does not refer to accessibility/reasonable adjustments.

Reference is made to considering the cultural diversity of participants but not to other inclusion issues e.g. timing for people with caring responsibilities etc

It is also unclear how the guidance aligns with other existing guidance which is relevant to equality and inclusion e.g. venue selection, access statements etc

We recommend that the guidance is reviewed in the light of the above points.

- Programme Mandate Guide (v.4 Jan 2015) & Template (v1 June 2014)

We sought to identify ways of embedding equality analysis into existing policy, programme and project management tools.

We recommend that a reference to equality analysis be included to enable this to be a core part of project and programme management

- Procurement Strategy

The strategy emphasises equality of access to local businesses and voluntary organisations and illustrates a range of good practice.

There is mention of the strategy being equality impact assessed and Assurance Checks to ensure equal opportunity is actually being considered when procuring contracts.

However, the strategy we reviewed expired in 2013 and so we assume that a new strategy is in development.

We recommend that the new strategy:

1. Outlines how the Council can diversify the Central Purchasing Bodies arrangements in order to provide opportunities to SMEs and local businesses (consortia, small scale contracts etc.).
2. Outlines how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).
3. Includes information on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including any examples of positive action.

- Equality Policy (easy read and detailed versions) April 2012

The aim is "A council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve".

The policy covers residents, staff, visitors and anyone using Council services.

It refers to the Equality Objectives 2012 – 2016 and states that actions to deliver these are incorporated into key Council strategies.

The policy states that 'The Policy and its delivery will be subject to scrutiny by Members. Every Cabinet Member has political responsibility for the delivery of the services within their portfolios and, in keeping with this Policy, also has responsibility for delivering on equalities as it pertains to their portfolio. Similarly, Members collectively will be ultimately accountable for delivering the Policy and practice in relation to all aspects of employment and service delivery practice within the Council's control.'

The policy refers to targets based on relevant performance measures being monitored at the Council's Corporate Equality Board and included in the Council's performance reports.

It states that every Council employee will have access to the "Equal Opportunities -Rights and Responsibilities" handbook.

The policy has a review date of Nov 2014 and so we do not know if this version of the policy remains current.

We recommend that:

1. The policy is reviewed and updated to reflect the Corporate Plan
2. References to a Corporate Equality Board and to scrutiny of the policy by Members are updated to reflect the current review mechanisms

3. The equality monitoring report dated June 2012 currently published on the website is updated

- Equalities Handbook 2012

This states that all staff receive a copy of an equality statement but does not specify how this happens (e.g. is it part of induction?).

There is an out of date information e.g. reference to Disability Equality Scheme

We recommend that the handbook is updated and the mechanism for ensuring that all staff are made aware is made explicit

- Using Images of people guidance – Jan 2010

Equality relevance is not fully expressed e.g. the section about choice of photographs from an agency could refer to considering the use of non-traditional images. This could help foster good relations by tackling stereotypes and perceptions.

There is a section '*What about equalities issues?*' but this is not comprehensive e.g. it mentions using images of different ethnic communities and positive images of disabled people but there is no reference to avoiding the use of stereotypical images of age and gender.

The guidance also refers to the Disability Discrimination Act.

We recommend that the guidance is updated

- Staff Survey report 2013

The report provides a breakdown of the findings by Directorate and Grade but not by the Protected Characteristics. We were unable to find out if staff survey data is routinely collected and disaggregated by protected characteristics.

We understand that another staff survey is proposed for January 2016

We recommend that the next staff survey includes equality monitoring and that there is an analysis of the data against key survey questions

EIA Tools and Guidance Review (also see appendix)

We reviewed a range of EIAs, the EIA template and guidance.

The EIAs were drawn from across the Council's functions and were dated between 2011 and 2014. In some cases the EIAs were in draft form and we were told this was because they were subject to consultation.

As with the document review our aim was to look at how the Council demonstrated due regard to the 3 aims of the Public Sector Equality Duty (general duty) when carrying out their functions.

In reviewing the EIAs we were mindful of the other two important concepts of the Duty, Relevance and Proportionality and of the principles established by the Courts in determining the whether public bodies have had due regard. We also looked for evidence that consideration had been given to all of the protected characteristics (as applied in respect of the Equality Duty).

We developed a question template to ensure consistency of approach when reviewing EIAs. The template focused on such issues as sources of evidence analysed, reasons given for evidence gaps, consideration of intersectionality and cumulative impact, actions to mitigate adverse impact and the review arrangements.

The quality of the EIAs we reviewed varied enormously and we found that a number of common themes emerged:

- The purpose of the policy is usually made clear in the EIA and is aligned with the Corporate Priorities where relevant
- The responsible officer for the policy is named
- The intended beneficiaries of a policy are not always made clear in the EIA
- In most cases consideration of relevance to equality and proportionality is not explicit or is only partly addressed
- Evidence of giving due regard to all 3 aims of the Equality Duty is not apparent in most examples reviewed or is only partly addressed
- In all of the examples reviewed there was only a partial consideration of all 9 Protected Characteristics. Where some have been excluded the reasons for doing this are not always clear
- In most cases the evidence that has been used for the analysis is stated but where evidence gaps are identified it is not always made clear whether action will be taken to close these gaps
- Statements are made about there being no impact without providing any supporting evidence to demonstrate how this decision was made

- Statements are sometimes repeated in the EIA without explaining why the same conclusions were being reached
- Consideration of cumulative impact or consideration of intersectionality data is rarely evident
- There is little evidence of review arrangements despite statements made in the EIA that would imply a review was crucial, for example, when statements are made about assessing impact as proposals develop
- Evidence of an audit trail not always apparent
- In some instances the EIA was extremely lengthy (one example was 61 pages) which could make it inaccessible as a working document

We reviewed the exiting guidance on equality analysis to determine how staff were supported to undertake this activity. We found that the guidance placed the emphasis on the process rather than explaining the context for equality analysis.

We included questions in the random survey of staff to gather views on the extent and usefulness of equality related training (including on equality analysis). We also asked whether staff needed further support to help them undertake equality analysis. Of those staff who responded to the survey only 13% answered the question on training and around a third of these respondents said that they had received training on conducting EIAs. In addition staff were asked whether training had been offered to them in the last 2 years and of those who replied, the majority (90%) said that they had never been offered EIA training.

Recommendations

1. Refresh the online guidance and template on equality analysis to make it more 'user-friendly' and once developed ensure that it is widely promoted
2. Raise awareness of equality analysis and its relevance to the Council's work with a view to shifting the mind-set from focusing on process to being proactive – this could be via targeted workshops reinforced by online learning
3. Provide support to staff on identifying and interpreting data sources
4. Develop staff understanding of the importance of cumulative analysis and how to do this
5. Provide opportunities for peer learning on equality analysis, e.g. open forums to share challenges and solutions
6. Explore where due regard and equality analysis can be included in generic policy and project guidance, templates and review arrangements. This would help position equality analysis as integral to policy/project development. It could also save staff having to complete a number of different templates to ensure an audit trail.
7. Ensure that due regard and equality analysis are included in the development of the Haringey Academy's faculties, in particular in the programmes and plans to support staff excellence in commissioning, customer service and programme management.

8. Where functions are contracted out ensure that there is explicit information in the contract about the obligations on the contractor to take account of the Equality Duty and have fair employment practices and ensure that service reviews take account of this requirement.

E&D Training

A review was conducted on the current system and we were informed that e-learning module was completed by 77.2% of Haringey's workforce since 2012. However the Equality & Diversity e- component of this was not mandatory reflecting in just 119 employees completing it over a 3 year period (2012-15). This is a marked undersubscription onto this program.

There were 13 face to face Diversity Awareness and Undertaking your Equality Impact Assessment sessions attended by 91 staff between years 2011-15

In terms of the feedback from all the above session, it was very difficult for us to understand the scoring system used to relate to the schedule.

Recommendations:

1. The e- program and its successor should have a classroom based format for those employees who do not have computer access. This blended format will be able to reach further into the workforce.
2. This course should be mandatory for all employees especially managers to help target common development needs.
3. That the replacement system where 'off the shelf' or bespoke should have input in its design / systems by staff who work within the various Haringey communities or staff network groups.
4. There should be more information on bespoke Equality and Diversity awareness training on specific strands. For example, Race and Cultural capability, LGB awareness, Trans awareness, Disability awareness, Deaf awareness, Gypsy, Roma and Traveller awareness, Asylum Seeker and Refugee awareness etc. All modules should include video case studies and more interactive quizzes to check learning.
5. More comprehensive feedback on the use and impact of the sessions should be undertaken.

Intranet Review

A review was conducted of the Council's current intranet.

We found that equality and inclusion information was not prominent and that there was no obvious link from the Home page (we had to do a search to get to the equality pages).

We found that the equality pages had of out of date information and some broken and/or obsolete links. For some information (e.g. EIA guidance) staff would have to go to the external website.

We were informed that there had been 758 hits on the equality section over the last 2 years. This suggests that staff do not access the content that frequently. N.B. in the random survey of staff, 32% of the respondents to the statement '*You know where to look for information and guidance on equality, diversity and inclusion*' ticked 'not confident' or 'slightly confident'.

We understand that the intranet will be redesigned in the autumn and that the intention is to have a greater focus on advice, tools and information. We have been told that the specification for the new intranet explicitly states that the design must be fully accessible.

The intranet redesign provides an opportunity to rethink how equality information is presented and to link it more directly with other strategic pages/information and to align it more closely with other tools and guidance. For example, MY Conversation guidance and online resources developed for the Academy Faculties and to generic project management information.

In advance of the redesign of the intranet we recommend the following changes to equality content on the intranet:

1. Have a Home page link to the equality pages so that content is more prominent and can be accessed quickly by staff seeking information
2. Update the content and remove out of date information and obsolete links
3. Ensure documents are dated so that it is easy to identify content to be refreshed
4. Align any guidance for staff and Members more closely to the key functions of the Council e.g. commissioning, partnership working, employment, residents
5. Have EIA guidance and template available on the intranet for staff to access directly rather than them having to the external website
6. Provide an update on progress against the Council's Equality Objectives
7. Provide a summary of equality monitoring data so that it is transparent to staff how data is used
8. If the feedback questions on the intranet pages are to be retained then these need to be reviewed at regular intervals and action taken to address comments

9. Include a reference to Human Rights and links to the Harassment and Bullying policy and relevant information on the HR pages

Recommendations for other existing intranet pages:

1. 'All About Change' page

Add equality reference to the 'Risks & Issues' log (legal and reputational issues)

Expand the reference to 'cultural diversity' currently in the 'Stakeholder Engagement Guidance' to take account of other equality issues

Add a reference equality analysis to the 'Post Implementation Review'

2. Customer Service Transformation page

Consider including service related equality monitoring data

3. HR pages

Ensure that any E&D related information cross refers to the main E&D pages and is up to date.

Staff survey outcomes

As Haringey Council's workforce must recognise and respond to the needs of its residents in terms of deciding / reviewing policies but also provide services and where possible recommendations to address failings.

The Survey questionnaire was designed and developed by the Project Team. A 56 item questionnaire which measured respondents perceptions of cross cutting themes around equality on a range of issues. This process may be a catalyst for staff to talk about related problems or conflicts they are experiencing or have experienced in the past and offered the advantage of an effective way of reaching a large number of staff to record their views. In order to maximise this point, randomly 13% of all staff received the questionnaire. Enei hosted the survey to show the independence and the seriousness that Haringey Council viewed the survey.

Analysis of the Survey was quite comprehensive using specialists in this field for more in depth analysis than standard (see appendix).

Equality Analysis Staff randomly selected to complete Equality Audit Survey

	<u>Headcount analysis</u>		
Analysis of the staff randomly selected to complete the survey reveals a split consistent with their profile the directorate areas of staff randomly selected to complete the survey.	Randomly selected for survey	Headcount Mar' 15	% Directorate Headcount
Directorate			
Chief Operating	155	1341	12%
Corporate	15	119	13%
Governance			
Deputy Chief Executive	175	1144	15%
Regeneration, Planning & Development	32	178	18%
Grand Total	376	2782	100%

The number of Haringey employees who went on to complete the survey after opening the survey email was very high (around 90%), however, the major obstacle is with employees not opening the email containing the link at all.

Increasing Data Sets

As part of the tender specification, enei has added in the appendix section, the Guide to Equality Monitoring. This is to support Haringey Council increase reporting on Protected Characteristics by its staff.

Benchmarking against neighbouring Councils

- Haringey is comparable in that it has an equalities section on website which provides equality information, mostly around service delivery aspects. Some good practice
- Barnet and Camden have little focus on monitoring data and in the case of Barnet it dates back to 2005/6
- Areas that it could improve on are as follows
- Barnet publish quarterly progress monitoring to keep an active focus on equalities
- Barnet publish corporate objectives that provide greater detail on workforce objectives
- Camden tie in their equality objectives to their health and well-being strategy, this is explicitly presented.
- Camden provide detail on their equality structure
- Hackney make prominent their awards (Equality framework for local government and Stonewalls diversity champions programme). Hackney have undertaken a diversity peer challenge as
- Islington demonstrate very well how they are taking EDI seriously by publishing current research
- State of equalities annual report 2015
(<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Information/Advice-and-information/2014-2015/%282015-01-30%29-State-of-Equalities-Report-2015.pdf>)
- Equalities review summary report
(<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Information/Factsheets/2014-2015/%282014-05-02%29-Equalities-Review-Summary-Report.pdf>)
- 'Equalities report 2015' on workforce analysis
(<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Quality-and-performance/Reporting/2014-2015/%282015-02-26%29-Equalities-Report-2015.pdf>)
- Islington make EIA user friendly by reference to 'Resident Impact assessments' rather than 'equality impact assessments'
- Islington detail their equality events prominently

Appendix 1 **Selected EIA Reviews-** Equality Analysis (EA) Assessment Template - VOLUNTARY SECTOR STRATEGY 2011-16 & THE VOLUNTARY SECTOR COMMISSIONING AND FUNDING FRAMEWORK

POLICY/PROJECT NAME: Voluntary Sector Strategy 2011-16 & the Voluntary Sector Commissioning and Funding framework EA DATE: Dec 2011	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes VS Strategy and its Funding framework ' <i>aim to promote equality of opportunity</i> '. The EIA is to examine how the Strategy and framework will ' <i>ensure equality of access to Council. Support and funding</i> '
Does the EA state how the policy aligns with the Council's Strategic Priorities?	Produced before Corporate Plan
Does the EA state the intended beneficiaries and stakeholders of the policy?	Reference to HAVCO mapping document (see below) breakdown of beneficiaries and table provided Says that 'analysis of finding to VS partners in 2011/12 is presently ongoing and is a key activity in this EQIA action plan'
Is responsibility for the policy made clear?	Yes
Has relevance to equality been considered?	To some extent
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation 	Evidence of consideration of each of the 3 parts of the general duty is lacking

<ul style="list-style-type: none"> • Advance equality of opportunity • Foster good relations 	
<p>What type of evidence has been analysed?</p>	<p>States that specific equalities information about people accessing services from the 1600 groups in Haringey is not available. Key research document is HAVCO commissioned 'Mapping of Haringey's Third Sector' 2009 ONS and GLA data also used</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment</p>	<p>Yes to varying detail</p>
<p>Are reasons given for any evidence gaps?</p>	<p>TSO mapping didn't cover all PCs in same level of detail Limitations of evidence are explained to some extent</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>States that there is no evidence to suggest any disproportionate impact (age, sex, disability, religion, LGBT) but yet limitations of the evidence are stated. Some inequality of access to VS services for BME groups Says that further work is needed to understand impact in terms of gender reassignment, race, disability Intention is that as directorates implement the Framework and develop commissioning briefs; this work will be subject to EIAs. Says that there will be continuous contract monitoring – will this include equalities data on service users?</p>
<p>Has intersectionality been considered?</p>	<p>Age and gender/ disability and age data provided</p>

e.g. impact on minority ethnic women	
Has cumulative impact been considered?	Not evident
Is there an audit trail? <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA (name of relevant committee etc) 	Yes although there is no reference to where the EIA has gone
Are the review arrangements made clear?	An action plan is provided with lead persons and timescales (only one action has a specific timescale, the rest are 'ongoing')
Is there a reference to quality assurance/ peer review?	Yes
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	3 The document is very detailed and is a report rather than a completed template. Feels retrospective. Size of the document (61 pages) makes it rather inaccessible – how was it used? Tables are not properly aligned which makes it difficult to read the data and there are some spelling mistakes in the document - could indicate that this EIA was about going through the process rather than giving due regard Did it go to Members in this form? Refers to consultation on the Strategy and Framework. How diverse were the consultees? Says that the Strategy and framework will promote equality of opportunity but how can this be if the aim is to rationalise finding for

	VCS provision?
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Appendix 2 Equality Analysis (EA) Assessment Template - HOMES AND NEIGHBOURHOODS WHERE PEOPLE CHOOSE TO LIVE AND ARE ABLE TO THRIVE

POLICY/PROJECT NAME: Priority 5 - Homes and neighbourhoods where people choose to live and are able to thrive EA DATE: Oct 2014 – this is a draft EA (appears as a draft on website)	
	COMMENTS
Is the purpose of the policy identified in the EA?	<p>This is a draft EA in respect to a package of proposals relating to the Council's Strategic Priority 5.</p> <p>An overview of plans is provided - it is not clear whether all elements referred to are being considered for their relevance to equality and how due regard is being shown as proposals are being developed (no dates are provided). For example have the 3 work streams of the Housing Transformation Programme.</p> <p>Reference is made to HfH having responsibility for doing EA as part of its contractual obligations to the Council but it is not clear how this is measured (a quick check of HfH website showed summary report on EA dated 2009). Does the contract make specific reference to the Equality Duty?</p> <p>It is not made clear that the Duty can't be delegated?</p>
Does the EA state how the policy aligns with the Council's Strategic Priorities?	<p>No evidence provided of a link</p> <p>Other key areas of work are mentioned e.g. Medium term Financial Strategy but no indication is given of how due regard has been considered.</p> <p>Has cumulative impact been considered?</p>

Does the EA state the intended beneficiaries and stakeholders of the policy?	It refers to residents and staff
Is responsibility for the policy made clear?	The project lead is named
Has relevance to equality been considered?	Not specifically referred to
<p>What evidence is there to demonstrate that all 3 aims of the General Duty been considered?</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation • Advance equality of opportunity • Foster good relations 	<p>There is no evidence that each aim of the PSED has been consciously considered. A summary table of the initial EA on each of the savings proposals is set out which refers to impact but not against the 3 aims. Where negative impact is identified this is not broken down by PC and no evidence is given to support the statement of no impact.</p>
What type of evidence has been analysed?	<p>Sources are listed but no information is provided on disaggregated data within each source e.g. does the Housing register break down applicants by gender, age, ethnicity etc?</p> <p>When reference is made to a PC this is not disaggregated e.g. likely positive impact is stated for disabled people but no evidence of consideration of differential impact in terms of physical, sensory, mental health etc is provided</p>
Is there evidence against each of	The PCs are listed but the same statements are made against each – that impact will be assessed as proposals are developed. No date is provided for this and as this overarching

the protected characteristics?* *Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment	EA is in draft form it is not known whether consideration was given to the PSED being a continuing duty
Are reasons given for any evidence gaps?	No
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	The draft EA is insufficiently developed to determine this
Has intersectionality been considered? e.g. impact on minority ethnic women	No evidence provided of consideration
Has cumulative impact been considered?	No evidence provided of consideration N.B. given that there are a number of proposals being developed the need to consider cumulative impact would be important
Is there an audit trail? <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA 	The template provided the names of the person completing the EA and the Director/Assistant Director. There is no named person responsible for review nor is a date provided. There is no clear audit trail. The EA was published in its draft form.

(name of relevant committee etc)	
Are the review arrangements made clear?	No and yet this is crucial given the commitments made in the EA
Is there a reference to quality assurance/ peer review?	No
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	As it is a draft and contains little in terms of follow through it is difficult to rate. As a stand-alone document it is not easy to follow as it covers many different proposals etc. How useful is it for informing decision-makers (e.g. members) Does it demonstrate due regard? Only to a limited extent.

Other Comments:

- Have commitments been followed through e.g. EA of the Homelessness Strategy consultation in Jan 2015, the commitment to assess impact on staff as proposals are developed or to address the specified data gaps?
- Statements are made but not backed by evidence
- Dates for EA on key developments e.g. Services Reviews, are not provided – impact on the audit trail?
- The EA is repetitive in places e.g. Stages 2 & 5b.
- As Stage 6 identifies potential negative impact e.g. cuts in Housing Related Support and states that actions to mitigate etc will be part of the work-stream plans being developed – did this happen?, is the information available to view by those who question the impact?

POLICY NAME:RESTRUCTURE PROPOSALS Revised template	
EA DATE:	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes - The corporate context refers to improving the quality of parks and open space. Specifically achieving 16 green flag parks Ensuring 65% of parks inspected are graded A or B Investing and upgrading parks machinery Delivering the parks improvement plan
Does the EA state how the policy aligns with the Council's Strategic Priorities?	Yes – there has already been restructuring and cuts and further cuts are projected for the future so there is a need for efficiencies going forward – generating greater levels of income and through own efforts and with partners in addition to delivering responsive, high quality services whilst encouraging residents who are able to help themselves to do so. In addition to the financial constraints – there is a service context - the need for clearer lines of accountability and responsibility; an opportunity to bring together collective knowledge and experience into one service area and clear synergies across the service areas
Does the EA state the intended beneficiaries and stakeholders of the policy?	Stakeholders are staff within the departments beneficiaries only in relation to the outcomes of the redesigned services and those who will benefit from it – on the whole the council and its community
Is responsibility for the policy made clear?	Yes
Has relevance to equality been considered?	Yes -
What evidence is there to demonstrate that all 3 aims of the General Duty been considered?	Partially in relation to the identified impacts

<ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation • Advance equality of opportunity • Foster good relations 	
<p>What type of evidence has been analysed?</p>	<p>Evidence sourced from workforce profile data according to grade bands and the protected characteristics of age, disability, race and sex.</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment</p>	<p>Only those stated above</p>
<p>Are reasons given for any evidence gaps?</p>	<p>No - Reasons for other protected characteristics not included are not stated</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>Yes actions identified by revisiting ring-fencing arrangements, to reduce disproportion in relation to grade and race/ethnicity Also considering voluntary redundancy requests to reduce the potential for compulsory redundancy.</p>
<p>Has intersectionality been considered? e.g. impact on minority ethnic women</p>	<p>No</p>
<p>Has cumulative impact been considered?</p>	<p>No</p>
<p>Is there an audit trail?</p> <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA (name of relevant committee etc.) 	<p>Yes</p>

Are the review arrangements made clear?	No
Is there a reference to quality assurance/ peer review?	No
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	3 – lack of intersectionality and lack of consideration of other protected characteristics without reasons given

Appendix 4 Equality Analysis (EA) Assessment Template - NEW PATHWAYS FOR PEOPLE WITH A PHYSICAL DISABILITY

POLICY NAME:NEW PATHWAYS FOR PEOPLE WITH A PHYSICAL DISABILITY	
EA DATE: 16 TH DECEMBER 2014	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes to provide a new range of provision less reliant on traditional institutions and more emphasis on reablement, independence and inclusion.

Does the EA state how the policy aligns with the Council's Strategic Priorities?	Yes it ties with their guiding principle of 'no more residential care' and the bigger picture of care nationally falling by 12% in real terms and as a result reduction in grants to fund in the way they did previously.
Does the EA state the intended beneficiaries and stakeholders of the policy?	Yes it identifies 795 people with physical disabilities support by adult social care.
Is responsibility for the policy made clear?	Yes – project lead Anne Carswell and Eamonn Dillon
Has relevance to equality been considered?	Yes
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation • Advance equality of opportunity • Foster good relations 	Yes to a certain degree through the inclusion principle within the proposal they will ensure that the beneficiaries are not treated less favourably and working in partnership with housing providers to create supported living facilities within Haringey They also will expand their Shared lives service to include more people from all service areas
What type of evidence has been analysed?	Internal information from Harinet – which include data on age, gender, ethnicity, disability for the council and the borough Adult social care information – age, gender, ethnicity, disability and religion. There is a statement that data will be updated and further data collected at the consultation stage
Is there evidence against each of the protected characteristics?* *Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment	No – no information available for gender reassignment, sexual orientation and pregnancy and maternity
Are reasons given for any evidence gaps?	Regarding sex, age, race/ethnicity and religion/ belief – they currently do not have significant information at the time of submitting the assessment.

	Gender reassignment information is not collected by the adult social care information system and sexual orientation information is not collected
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	No adverse effect has been identified
Has intersectionality been considered? e.g. impact on minority ethnic women	No
Has cumulative impact been considered?	No
Is there an audit trail? <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA (name of relevant committee etc) 	Yes
Are the review arrangements made clear?	No
Is there a reference to quality assurance/ peer review?	No
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	4 although some effort has been made to think through the impact on different groups – there is insufficient coverage of impact other than on disability and intersectionality and cumulative impact has not been considered There could be other means of identifying data from neighbouring boroughs or national statistics etc that could be used for comparison. There was mention of a consultation but not details enclosed and no findings identified

Appendix 5 Equality Analysis (EA) Assessment Template - PROCESS CHANGE (PLANNING AND BUILDING CONTROL)

POLICY NAME: Process Change (Planning and building control) EA DATE: 16/10/14 (created)	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes [see stage 2]. (But written in a way that is difficult for a layperson to understand the purpose- uses jargon and seems to be written for those who know the internal planning process.
Does the EA state how the policy aligns with the Council's Strategic Priorities?	No.
Does the EA state the intended beneficiaries and stakeholders of the policy?	No.
Is responsibility for the policy made clear?	No.
Has relevance to equality been considered?	No. (only with very vague reference to 'communities' and very high level thought given to impact on uptake of digital services on the basis of age, disability. Not evidence of findings based on actual user data or analysis of that
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation • Advance equality of opportunity 	No.

<ul style="list-style-type: none"> Foster good relations 	
<p>What type of evidence has been analysed?</p>	<p>Seems to be no analysis.</p> <p>These are referenced:</p> <p>(see Stage 3)</p> <p>Reference made to the composition of the planning and building control team, but no data source referenced.</p> <p>2011 Census Data</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment</p>	<p>As in 'Has relevance to equality been considered?' above there is no evidence against PCs- just some very high level potential truisms such as [<i>Age: 'take up upon digital services can in some cases be dependent upon age with adoption differing between young and older members of the community; Disability: 'The extent to which this has a positive or negative impact depends on the nature of the disability and the support required to the individual'</i>]</p>
<p>Are reasons given for any evidence gaps?</p>	<p>No. Reference is made to more info being required from the BIP programme. It doesn't say what the BIP programme is, what data, the likelihood of the data being effective, when it is expected etc.</p> <p>There are no specific acknowledgements of gaps in data.</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>In a very vague way: 'The proposals are considered to have the potential for adverse impact upon those less able to engage with the Council's digital platform. No specific exploration of impacts on PCs are sub categories of PCs such as visual impairment.</p> <p>They are considered to be acceptable but it's difficult to understand what evidence that conclusion is based on.</p>

Has intersectionality been considered? e.g. impact on minority ethnic women	No.
Has cumulative impact been considered?	No.
Is there an audit trail? <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA (name of relevant committee etc) 	No. It lists a creation date and a Cabinet meeting date but not an approval date or authorised approver name
Are the review arrangements made clear?	No
Is there a reference to quality assurance/ peer review?	No.
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	5

Appendix 6 Equality Analysis (EA) Assessment Template - TOTTENHAM REGENERATION PLAN

POLICY NAME: Tottenham Regeneration Plan EA DATE: 6/8/12	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes.
Does the EA state how the policy aligns with the Council's Strategic Priorities?	It doesn't state this definitively, but it seems very clear that it does due to the scale, purpose and definition of the plan proposed (see Step 1)

Does the EA state the intended beneficiaries and stakeholders of the policy?	Yes
Is responsibility for the policy made clear?	Yes. Lead officer and other officer involved are stated on page 1. (I am surprised though-given the scale of the plan- that more senior sponsorship isn't stated)
Has relevance to equality been considered?	Yes
<p>What evidence is there to demonstrate that all 3 aims of the General Duty been considered?</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment & victimisation • Advance equality of opportunity • Foster good relations 	This isn't specifically addressed. It's apparent that some of the outcome might positively impact all aims and some of the evidence list throughout step 2 points in that direction, but the report has not been written with any specific reference to these aims
What type of evidence has been analysed?	<p>Department of Communities and Local Government data such as deprivation indices; data from TfL on travel needs and diversity; information from organisation strategy (Haringey Homelessness Strategy).</p> <p>Reference is made to the plan being based on community consultation (see p14)</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment</p>	<p>Yes and no. The protected characteristics are listed (see for example p7) but the consideration seems very patchy.</p> <p>Under age, the EIA picks up that 48% of children live in poverty in Tottenham. This seems a very useful observation.</p>

	<p>Under Race, Religion and Belief. Only race is addressed (usefully picking up differentials in employment between BME and white people). Under Disability, there is a stat linking disability and economic activity.</p> <p>Under gender, employment data is referenced indicating adverse employment outcomes for women. The data is quite old (JSA 2004-09)</p> <p>For Gender Reassignment, Marriage and Civil Partnership and Pregnancy and Maternity the blanket statement 'No specific information is available for this equalities strand. That seems surprising</p> <p>No information is given for Religion and Belief under Race, Religion and Belief. And that no reason for that omission is given.</p> <p>Overall it is interesting that in the report under 'Step 2' economic impact factors are listed first then reference is made to Equality information. The report reads very much like an Economic Impact Analysis with equalities impact tacked on.</p>
<p>Are reasons given for any evidence gaps?</p>	<p>Gaps in data are acknowledged on p12. For Gender Reassignment, Marriage and Civil Partnership and Pregnancy and Maternity it's simply stated that it's not collected. No reference to the gap on Religion and Belief</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>No. The conclusion of the EIA writer is that the plan mitigates adverse impact. Using the summary in Step 7 as evidence, there doesn't appear to have been a</p>

	thorough equality analysis to support that conclusion.
Has intersectionality been considered? e.g. impact on minority ethnic women	No
Has cumulative impact been considered?	No
Is there an audit trail? <ul style="list-style-type: none"> • Date/signature of person completing the EA • Date/signature of person authorising the EA • Destination of the EA (name of relevant committee etc) 	Yes
Are the review arrangements made clear?	No. the guiding questions in step 6 are not addressed. The response given indicates that this will be addressed in a later plan
Is there a reference to quality assurance/ peer review?	Yes. A policy officer quality checking and signing off
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	2. (it appear to me to be more of an economic impact assessment than an equality one)

Appendix 7 SELECTED DOCUMENT REVIEWS AND COMMENTS FROM AUDIT

Corporate Documents	Relevance	Evidence of due regard to	Comments
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	to equality	equality	
1. Corporate Plan 2015/18	Yes		<p>Does not make reference to 'values' within which the commitment to diversity and inclusion could be outlined.</p> <p>Maybe helpful to define concepts such as 'commercial skills' and 'better customer service'.</p>
2. Our offer to staff	Not relevant. High level 'offer' on how Council will support and develop their staff		
3. Sustainable Community Strategy 2007 - 16	Yes	Strategy reinforces the public sector equality duty by a focus on eliminating inequalities, promoting good relations and cohesiveness, and advancing equality of opportunity (e.g. addresses economic prosperity;	The community engagement section is brief and probably doesn't give credit to the consultation and engagement work ongoing. This could be strengthened to demonstrate this key commitment and provide some examples of how Council monitor and evaluates disproportionality in

		<p>poverty and disadvantage; employment, training and education).</p> <p>Specific objectives are reflected in the Council’s equality objectives.</p> <p>Focuses on the key areas of access, quality of services, outcomes, and treatment of people by the Council.</p> <p>Commitment to equality and diversity is implicit within the document.</p> <p>Provides details of how to seek alternative formats.</p>	<p>access, outcomes and satisfaction across the protected characteristics and vulnerable groups.</p>
<p>4. Corporate Health, Safety and Well Being statement and policy</p>	<p>Yes</p>	<p>Generally a robust generic policy with probable implicit reference to equality issues.</p>	<p>Include the following issues explicitly to demonstrate due regard to equalities issues.</p> <p>Duty to make reasonable adjustments to manage any risks involved in an employee performing their job safely or reasonable adjustments required to manage their wider health and safety requirements e.g. visual</p>

			<p>alarm system, pager, buddy etc.</p> <p>Process of PEEPs (Personal Emergency Evacuation Plans) to ensure a disabled or a vulnerable person can leave a building safely in the event of a fire etc.</p> <p>The process for testing evacuation chairs and other such equipment.</p> <p>Information/Signage should be available in a range of accessible formats given the diversity of staff and visitors.</p>
5. Workforce plan		<p>Equality audit and equality action plan part of delivery framework.</p>	<p>The workforce table on page 4 could include inclusive leadership principles – listening/ drawing out diverse viewpoints.</p> <p>Should benchmarking also occur against Borough/London regional demographics in addition to benchmarking against London Councils.</p> <p>‘Haringey Academy’ and ‘Culture Change’ to refer to inclusive leadership principles.</p> <p>‘Equality and Inclusion’ section could refer to equality monitoring along with the</p>

			stated EqIAs.
6. Procurement Policy		<p>Expired.</p> <p>Policy and Strategy 2008-2012 is different to the procurement strategy reviewed below.</p> <p>Policy is robust in that it embeds equality commitments.</p> <p>The strategy encourages suppliers to provide local employment and training.</p>	The same issues stated in procurement strategy section below apply here too.
7. Procurement Strategy	Yes	<p>Strategy expired 2013.</p> <p>Strategy recognises its due regard to the equalities duty. Emphasises equality of access to local businesses and voluntary organisations.</p> <p>Support for SME's and voluntary sector features in the procurement outcomes.</p> <p>Evidence of good practice is</p>	<p>Considerations for strategy as follows.</p> <p>Build in Assurance Checks to ensure equal opportunity is actually being considered when procuring contracts. To be undertaken by Corporate Procurement function.</p> <p>Outline how the Council can diversify the Central Purchasing Bodies arrangements in order to provide opportunities to SMEs and local businesses (consortia, small scale contracts etc.).</p> <p>Outline how the Council influences the</p>

		<p>noted, for e.g., Meet the buyers event; small business community forum; voluntary sector Compact; relevant equality guidance and development of specific training modules</p> <p>Strong E&D section and mention of strategy being equality impact assessed.</p>	<p>Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).</p> <p>The Review of Performance Appendix could include a section on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including the positive action referred to in the strategy (supporting and up skilling local trade enabling them to win contracts); lessons derived from the various SME/voluntary/social enterprise forums; etc. This will demonstrate the Council's commitment in this regard, enable transparency, and embed equality throughout the strategy.</p>
8. Council Leadership Qualities	Yes	Leadership qualities embed a diversity and inclusion approach by referencing areas like 'listens to understand different views', 'shows empathy for different perspectives' etc.	Reference to demonstrating 'inclusive behaviours' can be included so that the need for self-awareness of own attitudes and behaviours is emphasised given the necessity of this to achieve the qualities listed.
9. Flexible Working Policy;	Yes	Good range of flex options which take into account the	Policy and procedure is extremely wordy. In terms of accessibility this may present

<p>Flexi Time procedure; Flexible Retirement Policy</p>		<p>changing needs of employees.</p>	<p>difficulties for people with learning disabilities (processing and understanding the information), language proficiency etc.</p> <p>Consider detailing the duty to make reasonable adjustments in Statutory Duties section - applies to all flexible working options.</p> <p>Policy refers to DDA - update to current legislation.</p> <p>Policy is silent on how flexibility to follow specific cultural practices and holidays; flexibility in start/end times etc will apply.</p> <p>Policy should refer to how it will be monitored for consistency and fairness and in terms of equality analysis [disparities in protected characteristics and different grades (flex working requests can drop off at higher grades especially if staff do not feel comfortable in requesting)].</p>
<p>10. Grievance & Discipline</p>	<p>Yes</p>	<p>Grievance procedure adheres to ACAS good practice.</p>	<p>Consider being explicit in terms of E&D monitoring in terms of monitoring who is accessing the procedure, stages</p>

Policies		E&D section refers to monitoring grievances by the protected characteristics.	<p>progressed, and outcomes.</p> <p>Will Council undertake a policy assurance exercise especially where no/few grievances are received to assess any barriers such as a lack of confidence in the process, fear of repercussions, lack of diversity of investigating officers etc.</p> <p>Timescales should allow flexibility for part time workers for example (e.g., the 5 day timescale noted in the managers' guidelines).</p> <p>The management and employee guidelines do not refer to the duty to make reasonable adjustments throughout the process to ensure that disabled staff can access and participate fully in the grievance procedure. Disabled employees should be encouraged to speak to line manager or HR if having difficulty at any stage of the procedure.</p> <p>Procedure states the right to be accompanied. Refer to the ACAS code of practice which provides the necessary caveats e.g., not normally reasonable for workers to insist on being accompanied by</p>
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			a companion whose presence would prejudice the hearing etc.
11. Bullying and Harassment policy	Yes	Policy gives regard to confidential complaints procedure and adequately details monitoring and review process.	<p>Section 5 'what is harassment or bullying' can be made more concise and readable. Consider using the Equality Act definition of harassment for clarity.</p> <p>Policy does not mention harassment on grounds of 'association' and 'perception'.</p> <p>What is the position on bullying and harassment by visitors or third parties?</p> <p>In 'Key Principles' section could acknowledge that it is not the intention of the harasser, but the conduct itself and the impact on the recipient that determines what constitutes bullying and harassment.</p> <p>Policy could mention training for all staff.</p>
12. Maternity Guidance & Adoptive Leave Guidelines	Yes		<p>Could cover how time off for appointments will be managed.</p> <p>Guidance silent on shared parental leave arrangements unless covered separately.</p>

13. Maternity leave provisions	Yes	Policy follows good practice.	Policy outlines reorganisation. It could also include the position on how redundancies for pregnancy & maternity situations will be managed, for completeness.
14. Capability at Work procedure		<p>Capability procedures will be monitored by the protected characteristics.</p> <p>Capability to do job because of health/sickness is dealt with via a separate sickness policy.</p> <p>Allows for work colleague or representative to attend hearing and support employee.</p>	<p>Be explicit in terms of purpose of E&D monitoring - issues/disparities in terms of who is accessing the procedure, stages progressed, and outcomes.</p> <p>The procedure does not refer to the duty to make reasonable adjustments. Dismissal because of a reason arising from a disability will constitute discrimination. Consider entering a clause/statement about this duty. Possibly in 6.4.</p>
15. Sickness Absence Policy & Guidelines	Yes	<p>Good practice if reflected in policy and adequate regard given to gender reassignment, pregnancy and maternity, and disability.</p> <p>Policy recognises that above</p>	<p>References to sympathy should be replaced with empathy.</p> <p>3.1.4 – states Council may heed OH advice. NOTE - case law emphasises that employers should take into account OH advice, but not rely on it without question (Donelien v Liberata)</p>

		<p>characteristics may need to be treated differently when managing sickness. This would include the application of sickness policy triggers.</p>	<p>3.3.5 - states 'no preferential treatment will be given to employee off sick for an acting up position'. NOTE – Case law and EHRC suggest that a reasonable adjustment might involve a transfer to a position on a higher grade. Can consider promoting employee without putting them through a competitive interview as a possible adjustment (Archibald -v- Fife Council)</p> <p>Monitor policy against protected characteristics and identify trends.</p>
16. Stress Management Policy	Yes		<p>Duty to make reasonable adjustments to reduce stress needs to be explicitly stated in policy.</p>
17. Leave & Time Off Policy	Yes		<p>Caveat to be included that exceptions to policy may be made if a reasonable adjustment is required.</p> <p>How will requests for time off for religious observance/events be dealt with?</p> <p>Monitoring of policy to be considered for take up.</p>
18. Adoption leave	Yes		<p>What are the implications of shared</p>

information pack			parental leave in adoption scenarios?
19. Adoption Guidance for managers	Yes		<p>The <u>policy</u> on adoption leave should monitor the number of staff who take adoption leave, length of leave taken, returnees by protected characteristics.</p> <p>Might also want to state when adoption leave does not apply for example when a step-parent is adopting a partner's children.</p> <p>Clarify how time off for adoption leave appointments will be addressed.</p>
20. Induction/Probation/Support and Development	Yes	Policy allows for an extension of the probation period. This covers the need to consider extending probationary period due to disability related sickness, for example.	<p>Duty to make reasonable adjustments absent. Policy refers to general support only. If an individual is having difficulty performing their role during their probation due to a disability, consider reasonable adjustments. Or Council may be aware of adjustments required upfront.</p> <p>Include process for reviewing effectiveness of reasonable adjustments.</p>

Equality Specific Documents	Dated & Review Date	Employment and/or Service focus	Comments
1. Equality Impact assessment guidance		EqIA guidance sufficiently outlines how the EqIA process should be managed.	<p>When thinking about impact on particular groups, consider impact on intersectionality.</p> <p>Guidance is silent on when EqIAs should occur i.e., when developing new policies, reviewing policies, at the outset etc.</p> <p>Council may want consider including Human Rights impact (and FREDA principles) if this is not considered in guidance elsewhere. Concepts of Equality and Human Rights overlap.</p> <p>Consider peer reviews/assurance checks.</p>
2. Equality Act 2010 – key changes			Refers to s14 of the Act (dual discrimination). This has been postponed and is not currently in force.
3. Equality public sector duties: Members briefing 2010			Update doc to remove reference to 'duty' to reduce socio economic inequalities and dual discrimination. Duties repealed. Council may do work to address socio

			economic inequalities but not a 'duty'.
EIAs (separate template to be used)	Dated & Review Date	Employment and/or Service focus	Comments
Health and Wellbeing Strategy	Yes	Plan is an 'easy words and pictures' version. The plan identifies the priorities for the Council on health and well-being and clearly based on equality needs analysis. It identifies health inequalities and is aligned to the equality objectives.	<p>The content in the plan appears to be over simplified. Can maintain easy read version but include the necessary level of detail.</p> <p>Use quantitative data from strategic needs analysis to support reasons for priorities and demonstrating evidence based approach (Equality objectives includes data). Can also include details on the process undertaken to identify the priorities.</p> <p>Due regard has been given to requesting plan in different formats but lacks details by way of helpful examples.</p> <p>Include smart objectives and actions in 'what we plan to do' section to make strategy meaningful. Example, Item 3.5 (pg. 13) is visionary not practical.</p> <p>Lacks specificity regards actions Council will take in 'what we plan to do' sections.</p>

			Lacks details around consultation and monitoring/review of the various activity taking place.
Direct Services Restructure			
Care Act 2014	Yes	<p>Engagement and consultation built into implementation plans.</p> <p>Monitoring of under representation in access is noted in the EqIA.</p>	<p>Issues to be explored for the EqIA are as follows.</p> <p>The EqIA references 'A possibility of direct or indirect discrimination'. In the 'actions to mitigate' section, consider including unconscious bias training for staff involved. Especially given some of the concepts involved such as 'significant impact on the carer's wellbeing' are undefined in the Act and rely on staff interpreting these concepts in their 'everyday sense', hence subject to personal biases.</p> <p>Under representation in access is monitored by the key protected characteristics but no analysis shown regards which groups are underrepresented and any targeted interventions in this respect.</p>

			<p>Plan for monitoring for disproportionality in outcomes and quality of service in line with Councils equality policy are not noted.</p> <p>Consider whether any intersectionality data may be useful e.g. learning disability and female/BAME to identify any specific issues concerning these groups.</p> <p>EqIA could usefully list the qualitative issues identified for the protected characteristics/vulnerable groups as identified though the Councils own analysis and the engagement process.</p>
Housing Strategy Consultation	Yes	<p>Strategy based on needs analysis outlining the requirements in the Borough.</p> <p>Strategy refers to support options for vulnerable people, linking with employment and skills.</p>	<p>Policy does not make a big play on accessible homes. With an ageing population and increase in disability, policy could perhaps be more explicit in terms of the requirements in this area.</p> <p>Policy does not make mention of 'lifetime homes'?</p> <p>Summary of a comprehensive needs analysis would be useful identifying the requirements including whether any refuges/hostels etc were also required as</p>

			<p>part of the wider housing strategy for the Borough.</p> <p>The EqIA for this strategy should highlight the needs of certain faith groups for larger housing, trans people not seeking housing advice for fear of being outed or discrimination; possible higher rates of LGBT and trans in homelessness figures, etc.</p>
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Appendix 8 STAFF SURVEY FINDINGS

	Recommendation Year 1
Job descriptions and selection criteria are reviewed regularly to ensure they remain relevant and free from bias.	<ul style="list-style-type: none"> • EIA JDs and selection criteria to identify irrelevant and biased criteria • Date mark all JDs to show transparency • Audit departmental processes to ensure consistency • Deliver bespoke training on 'fair recruitment' and develop fair

	recruitment guidance
<p>Anyone involved in the selection process has been made aware of how stereotyping and personal bias can influence the process and knows how to avoid this</p>	<ul style="list-style-type: none"> • Unconscious bias training in the context of recruitment and selection • Create several new initiatives including Unconscious Bias training for managers • Develop 'Fair recruitment' guidance • Deliver bespoke training on 'fair recruitment' and develop fair recruitment guidance
<p>Opportunities for progression are open, transparent and fair?</p>	<ul style="list-style-type: none"> • Ensure recruitment policy and procedure is explicit on how Council will demonstrate openness, transparency and fairness, benchmark practice against this • Monitor promotions for protected characteristics and identify remedial actions • Performance appraisals to identify development and training needs of staff around equality issues (e.g. from challenges experienced in service delivery; unhealthy attitudes etc.) • Recognition of the business case for greater diversity (BME, women, older people) at higher levels. Develop effective talent management programmes incorporating visible role models, more balanced teams and greater alignment with community needs • Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace. • Improve governance to help embed E,D & I allied to long term staff development plans

<p>Staff are recognised and supported, regardless of whatever Protected Characteristics* they may hold.</p>	<ul style="list-style-type: none"> • Membership of organisations such as Stonewall and Race for Opportunity • Effective support to staff networks • Inclusive leadership training for all managers • Effective performance management and talent management programmes • Engage with equality groups on an annual basis about its programme of work • Consult with created relevant equality groups on performance audits which have a focus on equalities issues • Disaggregate future staff survey findings by protected characteristics.
<p>Have you ever experienced barriers to your career progression within the Council?</p>	<ul style="list-style-type: none"> • Create a Workforce Equality Plan to measure a series of targeted commitments and actions under nine headings to drive forward its equality work. • The Equality Plan should then be assessed on a quarterly basis, and a note of Progress Against Objectives made within the plan. • Deliver Inclusive leadership training for all line managers • Review mentoring programs across the Council
<p>Thinking about your most recent performance appraisal did you... Discuss your learning and development needs?</p>	<ul style="list-style-type: none"> • Review appraisal processes for fitness to address staff highlighting that the value of the performance appraisal processes.
<p>My own learning and development needs are being well met</p>	<ul style="list-style-type: none"> • Develop a reliable development baseline that can be cross referenced with career progression with equality information.
<p>I have undertaken learning and development activities in the last 12 months?</p>	<ul style="list-style-type: none"> • Create a Talent Action Plan • Each department should integrate diversity and inclusion into its

	workforce planning, for example by looking at the diversity of the talent among their staff.
The learning and development activities I have done in the past 12 months have helped with my performance and career progression	<ul style="list-style-type: none"> • Departments should also tailor the business case to its business outcomes and objectives. • The Council should continue to develop the Talent Action Plan so it targets all staff and promotes an inclusive culture.
Too busy to attend any training	<ul style="list-style-type: none"> • Committing time to address issues related to equality and diversity with the workforce, elected officials, trade union representatives and other stakeholders • The development and application of equality skills underpins the Council's improvement work. • There should be elements of mandatory provision in the training offer.
If you undertook training did you find it useful and relevant to your work? Equality Impact assessments	<ul style="list-style-type: none"> • Raise awareness of the Public Sector Equality Duty. • Greater communications about the importance of EIAs with staff, elected officers and other stakeholders. • Communicate more to give feedback on how equalities are being addressed in audit work and where more can be done.
All staff are treated with fairness and respect	<ul style="list-style-type: none"> • The Council should make clear how managers and officers will be held accountable for dignity at work programs across all the arms of the council
The Council actively strives to have a diverse workforce at all levels	<ul style="list-style-type: none"> • Use all communication tools to inform staff of data & drives to improve workplace diversity • Monitor and analyse – continuous reflection and improvement
Staff with commissioning responsibilities take account of equality and inclusion issues when commissioning services	<ul style="list-style-type: none"> • Make Equality Assessments Mandatory for all staff with service and workforce responsibilities

<p>Service reviews take account of equalities issues</p>	<ul style="list-style-type: none"> • Create a Corporate Equality Group which contains a mixture of key strategy, policy and performance officers. This group should report to the Corporate Leadership Team and has oversight over the development of equality and ensures that the focus on equality is maintained.
<p>You have not observed any incidents of unfair discrimination, bullying or harassment in the Council</p>	<ul style="list-style-type: none"> • Review existing whistleblowing strategies within the Council and if not fit for purpose make more robust. Posters in Council offices should highlight whom staff can turn to if they feel bullied or harassed. • Dignity at Work Champions should be developed to further support staff in this area. • Council should explore through various means including surveys experiences of bullying & harassment across all arms of the Council to detect trends which might highlight pervasive cultures within specific units. • Develop highly visible campaigns (e.g., Stonewall No Bystanders campaign) that tackle bullying and encourage reporting via easy and anonymous routes such as through HR, network groups, hotlines or dedicated points of contact.
<p>If you reported an incident of unfair discrimination, bullying or harassment you are confident it would be dealt with appropriately</p>	<ul style="list-style-type: none"> • Leadership development programmes should include content in all programmes to support current and future leaders demonstrating leadership on tackling bullying. • • Cases of resolved bullying & harassment in which no confidential restraints are in place should be shared through Council comms to show transparency and willingness to tackle all examples.

	<ul style="list-style-type: none"> • Have high quality , well communicated and enforced policies on equality and dignity at work goals
<p>'You are being treated fairly in terms of recognition of overtime, time off in lieu, flexitime etc.?'</p>	<ul style="list-style-type: none"> • Reaffirm through Council comms of its commitment to Agile & Flexible Working. Record staff data of those who apply and its success rate by manager, department and service unit. • Consult stakeholders in decisions which affect them
<p>Yes, I am interested in Staff Network And Would attend Staff Network meetings</p>	<ul style="list-style-type: none"> • Create Council Champions of Diversity & Equality • Engage with created equality groups on an annual basis about its programme of work • Consult with relevant equality groups on performance audits which have a focus on equalities issues • More positive action pathways to support staff in underrepresented groups reach their potential



Equality Monitoring

A guide for employers

Incorporating:

Employers
Forum *on* Age

Employers
Forum *on*
Belief

Employers 4 Fathers

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Introduction

The Equality Act 2010 sets out nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. Equality monitoring is the process that employers use to collect, store and analyse data about the protected characteristics of job applicants and workers. Employers can use monitoring to:

- check how well their equality policy is working;
- analyse the effect of other policies and practices on different groups;
- highlight possible inequalities and investigate their underlying causes;
- set targets and timetables for reducing disparities; and
- make sure that job applicants and workers realise that the organisation takes equality and diversity issues seriously.

The types of inequalities that monitoring may reveal might include, for example, that:

- applicants from a particular ethnic group are not selected for promotion;
- men are concentrated in certain jobs, and women in others;
- fewer gay people apply for employment than might be expected;
- more older than younger workers are selected for redundancy.

Public sector employers may have to monitor matters such as recruitment, promotion, training, pay, grievances and disciplinary action by reference to the protected characteristics of their workers to fulfil their public sector equality duty. There is otherwise no legal requirement on employers, but doing so is highly advisable. Equality monitoring can help in:

- Providing evidence that your organisation is doing what equality law says you must do if a job applicant, worker or former worker brings a tribunal case against you;
- Winning contracts, if your organisation tenders for work in the public and private sectors, because equality has become increasingly important in procurement;

Effective monitoring is an important tool for measuring performance and progress towards equality and diversity goals and in building an inclusive working environment. Monitoring is not an end in itself and once data is collected it needs to be analysed and used to inform appropriate action.

Equality monitoring can help to:

- build reputation: the best performing organisations are those that invest most on promoting equality and diversity in their workforce;
- improve productivity: valuing and supporting the diversity of people's backgrounds and lifestyles is important in making the most of the contribution that they can make to organisational performance;
- recruit and retain the best from the widest talent pool;
- create awareness: signalling the organisation's understanding of and commitment to creating a more inclusive work environment;
- identify and address any inequalities in the application of employment policies and facilitate specific adjustments or interventions; and
- avoid risk: by helping to avoid damaging and costly employment tribunals or negative publicity

1. The protected characteristics

We recommend that employers collect equality monitoring data for each protected characteristic by asking job applicants and workers to select from a list of categories the group with which they associate themselves.

Where possible, to facilitate comparisons with official data, these categories should be compatible with those used in the population census and/or other survey statistics produced by the Office for National Statistics.

Employers should be aware that the way people classify themselves can change over time: therefore employees should be given an opportunity periodically to review and update their personal data, or ideally real time access via a self-service module .

The following points should be considered in relation to the protected characteristics:

Age

Organisations which hold employee data in an electronic database or records management system should gather age data by requesting date of birth, since it will normally be possible to aggregate and analyse individual records at any point with reference to any relevant age group.

Other organisations should consider collecting age data by reference to age bands, such as:

16-17
18-21
22-30
31-40
41-50
51-60
60-65
65 and above

Disability

Some people may be reluctant to reveal information about disability and employers should make efforts to explain the purpose of monitoring to alleviate any anxieties.

Although the Equality Act 2010 generally prevents employers from asking questions about health or disability before the offer of a job is made it is not unlawful under the Act where the purpose of asking such questions is to monitor the diversity of applicants.

Some employers choose to monitor by broad type of disability to understand the barriers faced by people with different types of impairment.

The question that asks whether or not individuals consider themselves disabled should explain that the Equality Act 2010 defines someone as a disabled person if they have a physical or mental impairment which has a long term and substantial adverse effect on their ability to carry out normal day to day

activities.

It will be helpful to give some examples of the wide range of conditions that may count as a disability under the Equality Act 2010 (such examples may include progressive conditions such as HIV and cancer, mobility, sight or hearing impairments or mental health issues such as depression) and to explain that when individuals answer the question, they should not take into account the effect of any medication or treatments used or adaptations made which reduce the effects of impairments. Individuals should think about the effect their impairment would have if these were **not** being used or made.

In relation to the definition of disability above, do you consider yourself to be disabled?

- Yes
- No

Gender reassignment

Monitoring numbers of transsexual staff is a very sensitive area and opinion continues to be divided on this issue. While there is a need to protect an individual's right to privacy, without gathering some form of evidence, it may be difficult to monitor the impact of policies and procedures on transsexual people or employment patterns such as recruitment, training, promotion or leaving rates.

Because many transsexual people have had negative experiences in the workplace, many may be reluctant to disclose or may not trust their employers fully.

Privacy, confidentiality and anonymity should be paramount. For example, diversity statistics should not be linked to IT-based personnel records that indicate grade or job title, as the small number of transsexual workers in an organisation may be identified by these or other variables, compromising confidentiality.

Employers should note that it is important to recognise that transsexual people will usually identify as men or women, as well as transsexual people. In light of this, it is not appropriate to offer a choice between identifying as male, female or transsexual.

A useful guide produced by the Scottish Transgender Alliance on the issues relating to the monitoring of transgender people can be downloaded [here](#). It recommends the following questions:

Please describe your gender identity:

- Male (including female-to-male trans men)
- Female (including male-to-female trans women)
- Non-binary (for example, androgyne people) *
- Prefer not to say

Is your gender identity different to the sex you were assumed to be at birth?

- Yes * (Please describe difference: _____)
- No
- Prefer not to say

Have you ever identified as a transgender or trans person?

- Yes *
- No
- Prefer not to say

If you are using an online form then the additional option exists to use logic rules to provide an supplementary question below which is only shown where the person selects any one or more of the previous answers indicated with a *.

Do you consider yourself to be within any of the following categories? (you can tick more than one if you wish)

- FTM / trans man
- MTF / trans woman
- Intersex person
- Non-binary gender person
- Cross-dressing / transvestite person
- Other type of gender variant person (specify if you wish)

Marriage and Civil Partnership

Data on marital and civil partnership status should be collected using categories which will enable comparisons to be made with census data. The 2011 census question was as follows:

What is your legal marital or same-sex civil partnership status?

- Never married and never registered a same-sex civil partnership
- Married
- Separated, but still legally married
- Divorced
- Widowed
- In a registered same-sex civil partnership
- Separated, but still legally in a same-sex civil partnership
- Formerly in a same-sex civil partnership which is now legally dissolved
- Surviving partner from a same-sex civil partnership

Race

Race data should be gathered using categories which will enable comparisons to be made with census data. The 2011 census questions on nationality and ethnicity were as follows:

How would you describe your national identity?

- English
- Welsh
- Scottish
- Northern Irish
- British
- Other, write in

National identity means a sense of belonging to a particular country or countries. It is subjective and self-perceived, and may differ from official nationality or country of citizenship. It is also conceptually different from country of birth and was included in the 2011 census for the first time.

If a question on national identity is included it should appear immediately before any question on ethnicity. Testing of the national identity question for the census showed that British-born people from ethnic minority groups were more likely to answer the ethnic group question if a national identity question was asked first, as it allowed them to state that they were British.

What is your ethnic group?

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background, write in

Mixed / multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / multiple ethnic background, write in

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background, write in

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background, write in

Other ethnic group

- Arab
- Any other ethnic group, write in

Religion or belief

Although it may not fully allow for the declaration of non-religious beliefs, and may tend to inflate the numbers declaring themselves as Christian, we recommend that data should be gathered using categories which will enable comparisons to be made with census data. The 2011 census question on religion was as follows:

What is your religion? (This question is voluntary)

- No religion
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Hindu
- Jewish

- Muslim
- Sikh
- Any other religion, write in

The EFB guide to monitoring religion or belief provides further discussion of the issues involved and may be downloaded [here](#).

Sex

Data should be gathered by means of a binary choice between Male and Female.

Sexual orientation

Although some people may regard sexual orientation as a private matter, it is relevant in the workplace, particularly where discrimination and the effectiveness of equality policies are concerned. The way in which the question is asked is very important, particularly if employers are to ensure that the monitoring process does not create a further barrier. Sexual orientation data was not collected in the 2011 census.

We recommend that job applicants and workers should be asked about their sexual orientation using a question in this form:

What is your sexual orientation?

- Heterosexual/straight
- Gay man
- Gay woman/lesbian
- Bisexual
- Other
- Prefer not to say

Transsexual or transgender status should not be included within the section on sexual orientation.

Testing by the Office of National Statistics has shown that in order to improve the accuracy of responses the question on sexual orientation should feature before that on religion. They found that if the question on religion preceded that on sexual orientation it adversely impacted the sexual orientation response.

In some monitoring exercises, such as staff engagement surveys, it may be appropriate to ask a further question about how open an employee is about their sexual orientation:

If you are lesbian, gay or bisexual, are you open about your sexual orientation? (Yes, Partially, No)

- At home
- With colleagues
- With your manager
- At work generally

Stonewall has produced a useful guide on monitoring sexual orientation which can be downloaded

[here](#).

2. Gathering information for monitoring purposes

Monitoring will only generate meaningful and reliable results when employees feel safe and confident in disclosing personal information and when they feel assured that meaningful action will follow.

You need to tell applicants and workers the reason why you are asking them for monitoring information. If you make clear why you want the information and how it will be used, who will see it, how their privacy will be respected and so on, it will make it more likely that people will provide the information.

People may be worried about responding fully or honestly, perhaps because they are concerned the information will be used to discriminate against them or they've had a previous bad experience where the information was used in the wrong way. This may be especially true for job applicants and for particular characteristics, such as disabled people with a mental health condition.

You should provide details of the process you have in place for gathering, storing and using information in order to reassure people who give you information that you will not use their information to discriminate against them, harass them or victimise them, and gather, keep and use information in a way that ensures that this cannot be the case.

For example, monitoring forms completed by job applicants should be separated from their application forms by someone who is not involved in the decision about who to shortlist and interview.

In most cases, no-one is required to supply you with any information at all, whether they are a job applicant or an existing worker. You must not treat someone less favourably because they refuse to supply monitoring information.

3. What to monitor?

We recommend that employers consider monitoring the list of areas below. This list is not exhaustive and, depending on your organisation's size and resources, you may wish to consider monitoring additional areas.

Recruitment

Knowing how many people with a particular protected characteristic apply, get interviewed and are successful at interview can help you to ensure that you are recruiting without discriminating. If you find any areas where there is under-representation of people with a particular protected characteristic, you might consider changing your recruitment methods. Such changes might include alterations to your advertising methods, your application processes and your interviewing methods. If there are no gaps or obvious areas for improvement in your recruitment processes and yet the workforce is still not representative then you could consider taking 'positive action' measures.

Data should be collected at each of the following points:

- Sources of applications for employment
- Applicants for employment

- Those who are successful or unsuccessful in the short-listing process
- Those who are successful or unsuccessful at test/assessment stage
- Those who are successful or unsuccessful at interview

During employment

Monitoring the make-up of your workforce by the protected characteristics and monitoring various processes will tell you if people with a particular protected characteristic or characteristics are over- or under-represented and if you need to make changes to sort out any potential discrimination, which may well be unintended. It is good practice to monitor:

- Workers in post
- Workers in post by type of job, location and grade
- Applicants for training
- Workers who receive training
- Applicants for promotion and transfer and success rates for each
- Time spent at a particular grade/level
- Workers who benefit or suffer detriment as a result of performance assessment procedures
- Workers involved in grievance procedures
- Workers who are the subject of disciplinary procedures

On termination of employment

Monitoring employees who leave the organization, and their reasons for leaving can help to identify whether there is any underlying discrimination affecting workers with a particular protected characteristic. It is good practice to monitor:

- Workers who cease employment
- Dismissals for gross misconduct
- Dismissals for persistent misconduct
- Dismissals for poor performance
- Dismissals for sickness
- Redundancies
- Resignation
- Termination for other reasons

4. Privacy and confidentiality

Access to equality monitoring data, especially if not anonymised, should be on a 'need to know' basis and it should be protected and securely stored in line with data protection rules.

In particular, if someone is a transsexual person (someone with the protected characteristic of gender reassignment) who has a **Gender Recognition Certificate**, it may be a criminal offence to disclose this without permission, so you should be especially careful who knows this information and what is done with it.

If there are only a small number of people working for you or in a particular workplace or department, you need to be very careful about the level of detail you provide or even whether you share or publish information at all, even if it is 'anonymised' information. This is to avoid a situation where individuals are identifiable, even if their names are not used.

If you publish equality monitoring data, it is important that you do not breach workers' or applicants' confidentiality, or reveal anything which might enable someone to work out information about another person which was provided in confidence. This is particularly important in relation to protected characteristics where there is more likely to be fear of discrimination: sexual orientation, religion or belief, gender reassignment and some disabilities which may have stigma associated with them.

A sample code of practice on the collection and use of equality monitoring data is provided in the following Appendix.

APPENDIX

Sample code of practice on the collection and use of equality monitoring data

This code of practice relates to the confidentiality of information gathered about all ABC employees for the purposes of equality monitoring. For the purposes of the code this covers data on age, disability status, ethnic origin, gender reassignment, marital or civil partnership status, religion or belief, sex, and sexual orientation.

Equality information obtained will be treated with the highest degree of confidentiality. It will only be used for the purpose of monitoring the effectiveness of ABC's equality and diversity policies. On no account will data in respect of any individual be used for any other purpose or made available to any other body, including government departments, except as set out in paragraph 7 below.

Methods of collecting equality monitoring data

ABC collects the information through one of three possible routes:

1. staff self-completing their personal information details electronically through the HR Self-service function;
2. staff completing a paper questionnaire; or
3. applicants for posts completing the information on a paper or electronic questionnaire as part of the recruitment process

Self-classification

Data on the ethnic origin, any disability status, religion or belief, sexual orientation, sex and age of ABC employees will only be collected on the basis of self-classification by individuals. On no account will line managers or any other employee provide or be asked to provide classification on diversity for any employee.

Storing diversity monitoring data

Diversity information is held on ABC's HR database. Once the information is entered into the database, any completed paper questionnaire is destroyed. Access to the named data is limited to specific people within Human Resources who have responsibility for analysing or working with this equality data.

Access to diversity monitoring data

Access to diversity monitoring data of individual staff is restricted to the HR Diversity and Reward and Performance Teams and the HR Business Partners.

Use of diversity monitoring data

Neither printed nor electronic records of the diversity data of individuals set alongside their name, pay reference, National Insurance number or any other unique identifier will be produced except to enable individuals to confirm the accuracy of their record.

For disability status monitoring data, the following circumstances also apply:

1. To enable ABC to keep an accurate record of the equipment and other reasonable adjustments needed by disabled people.
2. To enable a regular review of non-financial reasonable adjustments and equipment and arrange for equipment to be updated when necessary.

Subject to the exceptions above, any output from staff records that includes information on equality monitoring data will always be in the form of counts, tabulations or other statistical summaries. These will be anonymised to ensure that if any individual from any diversity group can be identified in these summaries, exact numbers will not be published. Instead, the summaries will indicate by way of an asterisk. In all cases where there are fewer than five people from any diversity group the exact number will not be published but will be indicated by way of an asterisk.

The personal data will be used solely for the purposes of informing and furthering the ABC's equality and diversity policies.

Anonymised statistical data may be produced and made publicly available, including in response to enquiries from government bodies, local authorities, the police, employment tribunals and other bodies. This would include providing data to an individual/organisation, where needed, for specific projects or research to further equal opportunities policies, under strict confidentiality agreements.



Employers Network for Equality & Inclusion (enei)
32-36 Loman Street, London SE1 0EH
t: 020 7922 7790
e: info@enei.org.uk www.enei.org.uk

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Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Themes						
	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Year 1 Actions 2016/17							
Include equality and inclusion as a competency within the generic role profiles that are being developed as part of the Phase 2 Reward Project.						Q1 2016	
Ensure that the implementation of the Tier 3 review is subject to equality analysis.						Q1 2016	
Ensure questions are added to alert managers to stereotyping and unconscious bias to the bank of questions being developed as part of the new e-recruitment system.						Q1 2016	
Ensure inclusion and diversity issues are taken into account when designing and implementing the revised Induction Programme to be launched in 2016						Q1 2016	
Implement a council wide communications programme to engage all employees in the project and to update them on the outcome of the review.						Q1 2016	
A cumulative equality impact analysis be undertaken to identify any evidence of disproportionate adverse impact across the Delivery Plans.	Q2 2016						
Staff understand the importance of cumulative analysis and how to do this.	Q3 2016						
Ensure due regard and equality analysis is included in generic policy and project guidance, templates, review arrangements and commissioning.		Q1 2016					
Provide support to staff on identifying and interpreting data sources utilising opportunities for peer learning on equality analysis, e.g. open forums to share challenges and solutions.		Q1 2016					

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Actions proposed for mitigating the adverse impact identified in the initial EIA are implemented and monitored.					Q1 2016		
The EqIA is updated on a quarterly basis to identify any adverse impact emerging over time and allow for mitigating action to be considered.		Q4 2016					
Where functions are contracted out ensure that there is explicit information in the contract about the obligations on the contractor to take account of the Equality Duty and have fair employment practices and ensure that service reviews take account of this requirement.				Q1 2016			
Council data is disaggregated by the Protected Characteristics and reviewed for differential impact.				Q3 2016			
Each department should integrate diversity and inclusion into its workforce planning, for example by looking at the diversity of the talent among their staff.				Q3 2016			
Stakeholder Engagement Guidance is reviewed for reference to be made to consider inclusion issues e.g. timing for people with caring responsibilities etc.				Q3 2016			
Staff survey include equality monitoring and that there is an analysis of the data against key survey questions.					Qtr 1 2016		
Equality and inclusion is both explicit and implicit within the Values, the equalities impact to be identified.							Qtr 1 2016
Update legislative equality references on the intranet.				Q2 2016			

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Have a Home page link to the equality pages so that content is more prominent and can be accessed quickly by staff seeking information.				Q2 2016			
Improve governance to help embed equalities allied to long term staff development plans				Q3 2016			
Raise awareness of the Public Sector Equality Duty and give feedback on how equalities are being addressed in audit work and where more can be done.				Q3 2016			
Provide an update on progress against the Council's Equality Objectives				Q3 2016			
'All About Change' page - Add equality reference to the 'Risks & Issues' log (legal and reputational issues)				Q2 2016			
Customer Service Transformation page - Consider including service related equality monitoring data.				Q1 2016			
Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace in relation to recruitment and selection.					Q3 2016		
Ensure that managers are highly skilled in communication with staff and alert to their own biases and that leadership development programmes include content to support current and future leaders demonstrating leadership on tackling bullying.				Q2 2016			
Include a reference to Human Rights and links to the Harassment and Bullying policy and relevant information on the HR pages					Q2 2016		

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Ensure all HR policies and information on the intranet is relevant and up to date					Q3 2016		
Year 2 Actions 2017/18							
Ensure that equality analysis is included in the development of the Haringey Academy's faculties.		2017					
The Equality Policy and the Equality Handbook 2012 are reviewed and updated to reflect the Corporate Plan				2017			
Have EIA guidance and template available on the intranet for staff to access directly rather than them having to the external website.				2017			
Inclusive leadership training for all managers				2017			
E&D Training should be mandatory for all employees especially managers to help target common development needs.				2017			
Align any equality guidance for staff and Members more closely to the key functions of the Council e.g. commissioning, partnership working, employment, residents.				2017			
Develop more positive action pathways to support staff in underrepresented groups reach their potential.						2017	
Review mentoring programmes across the Council						2017	

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Develop 'Fair recruitment' guidance and ensure recruitment policy and procedure is explicit on how Council will demonstrate openness, transparency and fairness, benchmark practice against this.							2017
Reaffirm the Council commitment to Flexible Working. Record staff data of those who apply and its success rate by manager, department and service unit.							2017
Year 3 Actions 2018/19							
Equality analysis is included to enable the Procurement Strategy to be a core part of projects and programme management.		2018					
Create a Corporate Equality Group which contains a mixture of key strategy, policy and performance officers. This group should report to the Corporate Leadership Team and has oversight over the development of equality and ensures that the focus on equality is maintained.		2018					
The new Procurement strategy should outline how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).			2018				
The new Procurement strategy should include information on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including any examples of positive action.			2018				
Improve governance to help embed E,D & I allied to long term staff development plans				2018			
Ensure documents placed on the intranet are dated so that it is easy to identify content that needs to be refreshed.				2018			
Create Council Champions of Diversity & Equality to further support staff in this area.				2018			

Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Join membership of organisations such as Stonewall and Race for Opportunity							2018

Report for: Staffing & Remuneration Committee, 14 December 2015

Item number: 16

Title: Update to the Restructure Policy and to the Redeployment Policy

Report

authorised by : Jacque McGeachie, Assistant Director Human Resources

Lead Officer: Julie Amory, HR Policy Manager, Julie.amory@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

1.1 Two minor amendments are required to the Restructure Policy and the Redeployment Policy approved by this committee on 29th July 2015. The amendments are required firstly to ensure that the policies adequately define at what point an offer of Suitable Alternative Employment (SAE) occurs for employees on ordinary adoption leave, additional adoption leave, on shared parental leave or maternity leave (later referred to in this report as Family Leave excluding Paternity leave) where a redundancy situation arises. Secondly to clarify that this specific requirement does not apply to employees on paternity leave.

2. Cabinet Member Introduction

2.1. N/A

3. Recommendations

3.1. That the Committee note and approve the amendments detailed in the report.

4. Reason for decision

4.1 A recent Haringey case highlighted the need for our existing policies to be clarified. The clarification is in line with the judgement given in Employment Appeal Tribunal case Sefton County Council v Wainwright. Although our existing policies are consistent with the case, it was agreed with Legal Services and the Trade Unions that it would be beneficial to further clarify at what stage of the restructure and redeployment process a suitable alternative offer be sought.

5. Alternative options considered

- 5.1 The alternative to the proposed recommendation is to wait until the next scheduled review of these policies in two years to make the amendment. This alternative is not seen as acceptable as there are operational benefits to the Council when it comes to applying the policies if the amendments are made at this point as it will ensure clarity on the issue of when an offer of suitable alternative employment is made to the class of employees mentioned throughout this report.

6. Background information

- 6.1 The Sefton Borough Council v Wainwright case mentioned above at paragraph 4.1 decided that once a redundancy situation arose an employer having decided that the position of an employee who is on maternity leave would be deleted then the statutory duty under Regulation 10 of the Maternity and Parental Regulations 1999 would apply. The Regulation requires the employer to offer the employee, where it is available, a suitable alternative vacancy before notice of dismissal is issued and before the process of seeking to match displaced employees to posts in the new structure.
- 6.2 Equivalent provisions to Regulation 10 apply to those employees who are on ordinary or additional adoption leave, or on shared parental leave, when a redundancy situation arises. There is no equivalent provision to Regulation 10 for employees on statutory paternity leave.
- 6.3 The two policies have been updated to ensure that there is clarity on the point when the offer of a suitable alternative employment is made to an employee who is on ordinary adoption leave, additional adoption leave, on shared parental leave or maternity leave.
- 6.4 **Changes to the Restructure Policy July 2015**
The current paragraph in the policy states:

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

The proposed amendment is as follows with the revised text in bold font:

“Employees who have already commenced a period of statutory maternity or Family Leave (**with the exception of paternity leave**) and where the decision has been made for their post to be made redundant **on completion of Step 3 of the restructure** must be offered suitable alternative employment, where it is available, in preference to any other employee who is similarly affected by redundancy”.

6.4.a **Changes to Table 3 - Steps in the Restructure – Restructure Policy July 2015**

A new paragraph has been added to the table at section 4.1.5 of the Restructure Policy July 2015 to ensure that the clarified issue is reflected in the table.

6.4.b The new paragraph states:

‘On conclusion of the consultation process i.e. at the completion of Step 3, where it is available, in preference to any other employee who is similarly affected by redundancy and before the process of seeking to match displaced employees to posts in the new structure an employee who is on ordinary adoption leave, additional adoption leave, shared parental leave or maternity leave must be offered suitable alternative employment.’

6.5 **Change to the Redeployment Policy July 2015**

The current paragraph in the policy states:

*“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.”*

The proposed amendment is as follows. The extended paternity leave has been removed from the second sentence:

“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, ordinary adoption leave, additional adoption leave, 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.”

7. Contribution to strategic outcomes

- 7.1 The Council’s Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. The council will be smaller and it will need different skills sets in many areas. To support these goals the Council created a Workforce Plan that shows how it intends to create an agile workforce that can help. An element of this Workforce Plan is to have effective and clear HR policies.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

8.1 Comments of the Chief Finance Officer & Financial Implications

The Chief Finance officer has no comments to raise on the contents of this report.

8.2 Comments of the Assistant Director Corporate Governance and Legal Implications

The proposed amendments to the Restructure and Redeployment Policies will help ensure that these Policies comply with current case law.

8.3 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.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

10.1. N/A

Report for: Staffing & Remuneration Committee, 14 December 2015

Item number: 17

Title: Forward Plan December to March 2016

Report authorised by : Jacquie McGeachie

Lead Officer: Carole Engwell, HR Quality Assurance Manager,
0208 489 3377 carole.engwell@haringey.gov.uk

Ward(s) affected: None

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

1. Describe the issue under consideration

1.1. To inform the Staffing & Remuneration Committee of the reports detailed on the Forward Plan until the end of the municipal year.

2. Cabinet Member Introduction

2.1. Not applicable.

3. Recommendations

3.1. That the Forward Plan be noted

4. Reason for decision

4.1. Not applicable.

5. Alternative options considered

5.1. Not applicable.

6. Background information

6.1. Not applicable

7. Contribution to strategic outcomes

7.1. Each report detailed on the Forward Plan is linked to a strategic outcome.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

8.1. Not applicable, the report is for information only.

9. Use of Appendices

9.1. The Forward Plan is attached at Appendix 1.

10. Local Government (Access to Information) Act 1985

10.1. Not applicable.

Appendix 1: Staffing & Remuneration Committee Forward Plan

Meeting Date Date of decision or period within which the decision is to be made	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
26 January 2016	Summary of Achievements Year 1 of Workforce Plan, Plans for Years 2 & 3	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Presentation and discussion	Public
26 January 2016	Update on Staff Survey, Induction and Re-induct	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Presentation and discussion	Public
26 January 2016	S&R Forward Plan	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
26 January 2016	Senior Managers Pay Principles and Grading Structure - Agree Implementation	Key	Staffing & Remuneration Committee	Nick Walkley	Report	Public
26 January 2016	Pay Policy Statement 2016-17	Key	Staffing & Remuneration Committee	Jacque McGeachie	Presentation	Public
26 January 2016	Shared Business Support	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Presentation	Public
31 March 2016	People Management data relating to Q3 (Oct - Dec)	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
31 March 2016	Summary details of organisational restructures (October - December 2015)	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
31 March 2015	Initial findings from the Staff Survey	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Presentation	Public
31 March 2015	Draft TUPE protocol	Non-Key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public

31 March 2015	Trade Union Facility Time and Disputes Procedure - amend to: Collective Disputes Procedure	Non-Key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
31 March 2016	New HR Policy - Purchasing Additional Annual Leave	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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