

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 7th June, 2016, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Raj Sahota (Chair), Liz McShane (Vice-Chair), Jason Arthur, 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 Urgent Business will be dealt with under agenda item 13 below. New items of exempt Urgent Business will be dealt with at agenda item 16 below).

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

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

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

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

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

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

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

#### **6. MINUTES (PAGES 1 - 12)**

To confirm and sign the minutes of the meeting held on 31 March 2016, and the public minutes of the special meeting of the Committee held on 23 May 2016.

#### **7. STAFF CAR PARKING REVIEW (PAGES 13 - 46)**

Report of the Assistant Director, Commercial and Operations, to present a new Staff Parking Policy and Procedure aimed at staff utilising staff Council office car parks. The policy clarifies the eligibility criteria and priorities for allocation of spaces.

#### **8. PEOPLE MANAGEMENT REPORT Q4 - JANUARY TO MARCH 2016 (PAGES 47 - 64)**

Report of the Assistant Director Transformation and Corporate Resources to provide the Committee with data regarding the workforce including non-employed workers, sickness absence and equalities data for the period January to March 2016.

**9. INCLUSION AND DIVERSITY ACTION PLAN, PROGRESS REVIEW (PAGES 65 - 72)**

Report of the Assistant Director Transformation and Corporate Resources to provide the Committee with details of the key themes that the Equalities Steering Group have set as targets for the period until 31 March 2017.

**10. PROPOSAL TO CLUSTER HR POLICIES (PAGES 73 - 80)**

Report of the Assistant Director Transformation and Corporate Resources to provide the Committee with a proposal aimed at streamlining the review of the HR policies and procedures through a process of grouping.

**11. HARINGEY FUSE UPDATE (PAGES 81 - 88)**

Report of the Assistant Director, Transformation and Corporate Resources, to present an update on Fuse, the Council's new online learning management system.

**12. FORWARD PLAN REPORTS - OCTOBER 2016 TO MARCH 2017 (PAGES 89 - 92)**

Report of the Assistant Director Transformation and Corporate Resources to inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the forthcoming municipal year.

**13. NEW ITEMS OF URGENT BUSINESS**

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

**14. 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; information relating to an individual.

**15. EXEMPT MINUTES (PAGES 93 - 94)**

To approve the exempt minutes of the special meeting of the Committee held on 23 May 2016.

**16. NEW ITEMS OF EXEMPT URGENT BUSINESS**

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

Helen Chapman, Principal Committee Co-ordinator  
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Bernie Ryan  
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River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 27 May 2016

**MINUTES OF THE MEETING OF THE STAFFING AND  
REMUNERATION COMMITTEE HELD ON THURSDAY, 31ST  
MARCH 2016, 7.00 - 8.45 pm**

**PRESENT:**

**Councillors: Kaushika Amin (Chair), Jason Arthur and Bernice Vanier**

**138. 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.

**139. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were received from Cllr Elliot and Cllr Berryman.

**140. URGENT BUSINESS**

There were no new items of urgent business.

**141. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**142. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

There were no such items.

**143. MINUTES**

**RESOLVED**

That the minutes of the meetings held on 26 January 2016 be approved and signed by the Chair.

**144. INITIAL FINDINGS FROM THE STAFF SURVEY**

The Committee noted that Martin Reddington was due to attend the Committee to feed back on the initial findings from the Staff Survey, however officers advised that the findings were not yet available and advised that an update would be brought to a future Committee instead. Daksha Desai, Head of Workforce Programme, gave a verbal update to the committee on the Staff Survey and its current progress.

In response to a question from the Committee, Ms Desai advised that Staff Survey would include a breakdown of results by several factors including ethnicity. The Chair requested that in addition to breaking results down by ethnicity that the report explored the reasons behind why one group of people might be more susceptible to management action than another. Officers agreed to feed back this request to Martin Reddington and for it to be included in the report to June Committee.

**Action: Daksha Desai**

The Chair commented that the Committee could explore the factors behind why one demographic might be more susceptible to management action than another in more detail as a future agenda item.

The Committee also requested that that the report looked at how grievances were dealt with across particular groups and, for instance, what the determining factors were in similar situations where the issue did not escalate into a full blown grievance. Officers agreed to look at a further piece of work around disciplinaries and grievances, bringing back some different data sets. Officers advised that it may be most appropriate to pick this up as part of the equality and inclusion piece of work and that the staff results could provide signposting for correlating factors such as high levels of absence.

**Action: Carole Engwell/Daksha Desai**

Cllr Arthur requested a that breakdown of response rates to the Staff Survey by service area be presented to the Committee and that AD's with low response rates were invited to a future committee to explain the reasons behind a low return rate.

**Action: Daksha Desai**

## **RESOLVED**

- i) That a report outlining the initial findings from the Staff Survey be deferred to the June Committee.

## **145. STAFF CAR PARKING REVIEW**

Jacque McGeachie, AD Transformation & Resources introduced the report on the Staff Car Parking Policy and Procedure. The Committee were advised that since the report had been published on 21<sup>st</sup> March, a number of queries had been raised by the trade unions. The AD Transformation & Resources proposed that the report would be brought back to the following meeting of the Committee in order to give officers adequate time to consider the representations made by trade union colleagues. It was also proposed that the report would come back with a full EQIA undertaken in order to consider concerns around treatment of staff with temporary disabilities. The Committee were invited to feedback any comments on the policy in its current format.

The Committee enquired about allocated spaces for elected Members, as it was felt that Members had difficulty accessing their space particularly in and around River Park House. In response Brenda Brown, FM Services Manager advised that officers were aware of the frustrations felt by Members and were working with users and the Council's contractors to ensure that spaces were correctly allocated and enforced. The Committee advised that the problem seemed to be getting more acute in recent

months and urged officers to try and ensure that the spaces allocated to Members were available, as Members were often required to drive to meetings because of other time commitments.

**Action: Brenda Brown**

The Committee considered the use of Oyster Cards and the Chair commented that a number of other boroughs issued their staff with allocated Oyster Cards for work purposes. The Committee requested that the report consider other ways of making staff mobile around the borough that did not extend to using their cars. Officers responded that the current policy made reference to Essential Parking Permits or Oyster Cards being allocated. The Chair urged that in most cases staff should be encouraged to use public transport and proposed that some further consideration should be given to the issue.

**Action: Brenda Brown**

The committee also enquired whether the Council provided staff with season ticket loans for Oyster Cards. Officers confirmed that the Council did offer season ticket loans. Officers also confirmed that the policy related to all car parks attached to its office locations but that a list of the car parks not included in the review was listed in page 13 of the agenda pack. The Committee enquired whether there should be a differentiation between those that lived inside and those outside of London. Officers responded that they would look at referring to this in the policy and that any undue impact should be picked up as part of the EQIA.

**Action: Brenda Brown**

**146. SHARED PEOPLE MANAGEMENT Q3 (OCTOBER TO DECEMBER 2015)**

Carole Engwell, Quality Assurance Manager, introduced the report on Shared People Management which provided the Committee with workforce data including non-employed workers, sickness absence and equalities data for the period October to December 2015. The Committee considered the headlines from the report, including a reduction in the number of consultants. The Committee was also advised that the gross quarterly spend had increased over quarter 3 but this was largely as a result of how the spend was calculated over quarter 2, as it was project as a year end figure as appose to an average over 200 days as usual. The Committee noted that although numbers of agency staff had been on a general downward trend, agency spend had remained stable over the course of January-December 2015 at around £1.4m per month. The main reason for the increased cost in relation to lower numbers of agency staff was an increase in hourly rates of around 7% over the year, especially for social workers where there was an increased demand across the market for experienced social workers.

In response to a question from the Committee regarding why the level of agency spend was so high in Environmental Services, Ms McGeachie advised that HR would ask the relevant Assistant Director to feed back on the reasons for the high level of agency spend and would respond back the Committee at the next meeting.

**Action: Carole Engwell**

Officers advised the Committee that staff numbers were reduced by 78.7 FTE over quarter 3, with the total number of staff at 2301 FTE at the end of December 2015.

This represented at reduction of 160 FTE since April 2015. The MTF identified a reduction of 235 by end of March 2016. The Committee requested a breakdown of the reasons behind the discrepancy of 75 FTE identified and those posts that were deleted, given the potential savings implications. The AD HR advised that in addition, they would also be asking priority leads to identify the next tranche of headcount reduction, which would be the largest tranche of the three year financial plan and so there may be some scope for consolidation.

**Action: Jacquie McGeachie/Carole Engwell**

Officers confirmed that the target figure for average number of sickness days per employee was 6 for 2016/17. The Committee requested a breakdown of sickness performance by service area for the next committee meeting.

**Action: Carole Engwell**

The Committee enquired what could be done to provide support for senior managers to ensure that they had a robust understanding of the local environment, despite not necessarily living in the borough. Officers responded that the re-induct programme was being developed for staff and as part of this programme staff would be required to understand Haringey and the the transition from where it was in 2011, to where it was today and where it would be in the future. The Committee suggested that there may also be an opportunity to develop the capacity for senior managers to devote a couple of half days of their working time to voluntary or community projects within the borough to help them develop an better understanding of the local community.

In response to a question from the Committee, officers advised that the new AD Schools and Learning had been appointed on an eighteen month secondment from the Department for Education, and was due to start work on 4<sup>th</sup> April.

## **RESOLVED**

That the Committee noted the report and the information contained therein.

### **147. IMPLEMENTING THE MODERN REWARD STRATEGY FOR THE REST OF THE WORKFORCE.**

The Committee considered the report the implementation of the Modern Reward Strategy for the rest of the workforce, as presented by Ian Morgan, Modern Reward Strategy Manager. Mr Morgan advised that Phase 1 of the strategy was due to go live with effect from the 1<sup>st</sup> April and that officers would come back to committee in due course to evaluate the implementation of Phase 1. It was proposed that this would take the form of a joint report with both HR and trade union colleagues in attendance.

**Action: Ian Morgan**

Officers advised that the report did not undertake a detailed assessment of the Equalities impact as the assumption was this would be neutral, given that the strategy was a reemphasis of what had been agreed under the Equal Pay & Conditions Review (Single Status).The Committee raised concerns about the proposal in the report to extend the pay structure to the rest of the work force. Officers clarified that this related to the principles outlined in the senior managers review, as opposed to



comparable levels of remuneration. In response to a further question from the committee, officers advised that trade union colleagues had been consulted and that weekly update meetings had been and would continue to be scheduled with the unions. Officers also advised that one of the key areas of interest would be around the specific pay structure and what the implications would be for their members, but that this had not taken place yet. Although the unions had been engaged in the process, their agreement for the Modern Reward Strategy would likely heavily be dependent upon an assessment of the perceived winners and losers of the strategy. Officers added that another key consideration for both the Council and the unions was finding a solution to Single Status. The Committee requested that the unions be invited to the next meeting of the S&R Committee.

**Action: Ian Morgan/Clerk**

The AD Transformation & Resources advised that, going forward, some thought would need to be given to how officers liaised with the Committee in an informal way so that officers could share details without compromising their negotiations with the unions.

## **RESOLVED**

- I). To apply the principles of the Modern Reward Strategy to the rest of the workforce.
- II). To note the contents of the Equal Pay and Conditions Review – ‘Single Status’ 2008 and the proposals for incorporating each element into the Modern Reward Strategy.
- III). To approve the proposal to commence negotiations with trade unions in relation to the implementation of the Modern Reward Strategy.

### **148. PURCHASING ADDITIONAL ANNUAL LEAVE POLICY**

The Committee considered a report which presented a new policy and procedure aimed at implementing a scheme to allow employees to purchase up to 5 days additional leave (pro rata), presented by Julie Amory, HR Policy Manager. Ms Amory advised the Committee that that any additional leave applied for under the scheme would not remove the right for staff to claim compassionate leave and that other forms of unpaid leave would also be available, depending on the circumstances.

The Committee queried the savings benefit of the proposal and advocated that its main selling point was around the potential health and wellbeing impact on staff. Officers advised that they would be working with colleagues in Public Health and Communications around how best to promote the new policy. Officers acknowledged it was difficult to project savings as these would be dependent upon the level of staff take up.

The Committee also asked for clarification on what the difference was between staff requesting unpaid leave and staff requesting additional annual leave under the scheme. Officers responded that a key difference was that unpaid leave was a one off reduction at the point that the leave was requested which could have a significant financial impact, particularly for low paid members of staff. Purchasing additional

annual leave, however, would allow the person in question spread the reduction in pay across a number of pay months. Additional annual leave also provided staff the opportunity to plan and have a choice over when the time off was taken, where as unpaid leave was generally for more unforeseeable events. In response to a further question from the Committee, officers advised that managers would have a right to refuse an application for additional unpaid leave and that a key factor in approving any application would be that the business did not incur any additional costs; through hiring of additional agency staff for example.

## **RESOLVED**

I). That the Committee approves the draft Purchasing Additional Annual Leave Policy and Procedure, attached at Appendix A of the report, to take effect from 1<sup>st</sup> April 2016.

II). That the Committee agrees to amend the Leave and Time Off Policy by deleting paragraph 8.5 of the report with effect from 1<sup>st</sup> April 2016, the amended Policy being at Appendix B of the report, to reflect the new Purchasing Additional Annual Leave Policy and Procedure

III). That the Committee authorises the Assistant Director of Human Resources in consultation with the Chair of the Committee to make such amendments to the Purchasing Additional Annual Leave Policy and Procedure as she considers minor, any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments.

## **149. HR LEGISLATION UPDATE**

The Committee considered the report which outlined the legislation due to come into law in 2016 that may affect the Council as an employer, presented by Julie Amory, HR Policy Manager.

In relation to the proposed cap of £95k on exit payments in 2016, officers advised that if a person went over the threshold they would have a deficit and may, for example, result in that person having a reduction in their pension pot. The Committee queried whether the staff member in question was able to decide how their deficit was paid off i.e. through a reduced redundancy payment and leave their pension unaffected. Officers responded that details such as this were still to be decided. In response to a question from the Committee, officers advised that they were working with colleagues in the Shared Service Centre to do some modelling around how many staff the cap would effect in the coming years and to better understand the likely impact on retention of affected staff. Officers agreed to bring an update on the exit payment cap and some of the results of the modelling to the next meeting of the Committee.

**Action: Julie Amory**

Officers confirmed that they would be looking to update staff on the relevant legislation changes and how it would affect them. Officers proposed that they could even target briefings to those staff, once they had an idea of those affected.

The Committee commented that in relation to the apprenticeship levy that future apprenticeship roles should spread out around the organisations and not confined largely to business administration roles. The Committee acknowledged that further discussions would be required with Finance to understand how the Council's contribution to the levy would be funded.

**RESOLVED**

- I). That the Committee notes the information provided.
- II). That the strategic implications be considered as part of the Workforce Plan Year 2.

**150. CHANGE TO APPRENTICESHIP PROGRAMME PAY RATES**

The Committee considered a report which provided a mid-point review of the Apprenticeship programme, implemented in 2015, in the light of central Government's decisions on the National Living Wage and the Apprenticeship Levy. The report was presented by Lorraine Smith, OD Consultant HR. At the meeting on the 26<sup>th</sup> January, the Committee resolved that the wages of apprentices in year 1 would be paid at the level of the National Minimum Wage, then at year 2 at the London Living Wage. The committee was advised that this was due to come into effect as of 1<sup>st</sup> April 2016.

The Committee enquired how Haringey's apprenticeship programme pay rates compared to other boroughs. Officers responded that Haringey's were the most generous and that a number of neighbouring authorities paid apprentices at the standard apprenticeship rate of around £3 per hour. The committee suggested that the authority should be promoting the generous apprenticeship pay rates more widely.

In response to a further question around the number of apprentices that were local, the committee were advised that 7 out of the current cohort of 16 were Haringey residents. Officers also advised that they would be looking into how to work more closely with local schools around advertising the apprenticeship programme. The latest apprenticeship programme vacancies were advertised on the website, along with Haringey Youth Space website and on the National Apprenticeship website. The Committee proposed that 639 High Road would be a good place to advertise future vacancies and that Councillors should also be playing a greater role in advertising the programme through social media etcetera.

Officers agreed to provide the Committee with a one page briefing note on the details of apprenticeship programme.

**Action: Lorraine Smith/Daksha Desai**

**RESOLVED**

- I). To approve the introduction of the National Living Wage at £7.20 per hour from 1<sup>st</sup> April 2016 as the starting salary for all Council apprentices whose apprenticeship with the Council starts on or after 1<sup>st</sup> April 2016, and as the salary for all other Council apprentices in the first six months of their apprenticeship.

II). To approve the London Living Wage at £9.40 per hour as the salary for all Council Apprentices (whenever their apprenticeship with the Council started) from the start of the seventh month of their Apprenticeship, subject to the successful completion of their probationary period.

III). To note that a full review of the Apprenticeship programme will be undertaken after the first cohort of Apprenticeships is completed in May 2016. Agree that a further report be presented to this Committee in September 2016 based on:

- Findings of that review, and officers' recommendations
- The outcome of the Department for Business Innovation & Skills 'consultation on Apprenticeship Targets for Public Sector Bodies

**151. S&R FORWARD PLAN**

The Committee considered the report on the forward plan for the Staffing and Remuneration Committee to March 2017, presented by Carole Engwell, HR Quality Assurance Manager.

The Committee requested that updates be brought to an upcoming committee on My Conversation including the pilot areas and also on Haringey Fuse. The Committee also requested a brief midyear update in relation to the review of Children's Services recruitment and retention offer.

**Action: Jacquie McGeachie/Carole Engwell.**

**RESOLVED**

That the content of the report be noted.

**149. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**150. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded by virtue of Paragraph 1, Part 1 of Schedule 12A of the Local Government Act 1972.

**151. EXEMPT MINUTES**

**RESOLVED**

That the Exempt minutes of the CEJCC meeting held on 26 October 2016 be approved by the Chair.

**152. ITEMS OF EXEMPT URGENT BUSINESS**

There were no items of exempt urgent business.

The meeting closed at 8.45pm.

Signed by Chair .....

Date .....

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## **MINUTES OF THE SPECIAL MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 23rd MAY, 2016, 5.35 - 5.50 pm**

### **PRESENT:**

**Councillors: Jason Arthur, Sarah Elliott and Bernice Vanier**

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

Apologies for absence were received from Cllr Sahota and Cllr McShane. In the absence of the Chair and Vice Chair of the Committee, nominations for the Chair of the meeting were sought and it was resolved that Cllr Vanier be appointed Chair for the duration of proceedings.

#### **2. URGENT BUSINESS**

There were no items of urgent business.

#### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

### **RESOLVED**

That the press and public be excluded for the following items as they contained exempt information as defined in Section 100a of the Local Government Act 1972, paragraph 1; namely information relating to an individual.

#### **5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - TRANSFORMATION AND RESOURCES**

The Committee considered a report on the appointment to the position of Assistant Director: Transformation and Resources, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 3 Section B of the Council's Constitution, and considered the recommendations of an interview panel which took place prior to the Committee convening. The Chair did not participate in discussion of this item or vote, as she had not been present during the interview process.

The Committee approved the appointment of the recommended candidate to the post of Assistant Director: Transformation and Resources and the salary for this post.

**6. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - SHARED SERVICE CENTRE**

The Committee considered a report on the appointment to the position of Assistant Director: Shared Service Centre, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 3 Section B of the Council's Constitution, and considered the recommendations of an interview panel which took place prior to the Committee convening. The Chair did not participate in discussion of this item or vote, as she had not been present during the interview process.

The Committee approved the appointment of the recommended candidate to the post of Assistant Director: Shared Service Centre and the salary for this post.

The meeting closed at 5.50pm.

CHAIR:

Signed by Chair .....

Date .....



**Report for: Staffing and Remuneration Committee****Item number:****Title: Staff Parking Policy & Procedure****Report****authorised by :** Stephen McDonnell – Commercial and Operations**Lead Officer:** Brenda Brown – FM Services Manager – Asset Management**Ward(s) affected:** All**Report for Key/** N/A**Non Key Decision:****1. Describe the issue under consideration**

- 1.1. For some years the Council has operated a staff car parking scheme for which eligible and authorised staff pay a fee and are allocated a permit for a specific office car park. A reduction in available spaces and increased density of staff based within Wood Green has increased demand for fewer spaces. The policy and criteria have therefore been reviewed accordingly.
- 1.2. This reports presents a new Staff Parking Policy and Procedure aimed at staff utilising staff Council office car parks. The policy clarifies the eligibility criteria and priorities for allocation of spaces.

**2. Cabinet Member Introduction**

Not required for the Staffing and Remuneration Committee.

**3. Recommendations**

- 3.1. That the committee approves the Staff Car Parking Policy and Procedure, attached at Appendix A, to take effect from 1<sup>st</sup> July 2016.
- 3.2. That the Committee authorises the Assistant Director of Commercial and Operations in consultation with the Chair of the Committee, to make such amendments to the Staff Car Parking Policy and Procedure as he considers minor, any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments.

**4. Reason for decision**

The aim of this policy is to ensure that access to car parking for staff, Councillors and contractors is applied consistently and fairly in light of the limited and reducing number of parking facilities available.

- 4.1 The reduction in parking spaces is consistent with the Council's Corporate Plan Priority Three objective to create 'A clean and safe borough where people are proud to live' by reducing the number of vehicle movements to and from Council buildings on a daily basis and encouraging staff, contractors and councillors to use public transport

when visiting Council offices. The reduction makes it more important to have a robust policy and set of criteria with which to consider applications for parking to be based primarily on business needs of the Council.

- 4.2 The Council recognises that as the majority of its staff reside in the borough reducing parking spaces will support its strategic priority to make a real and sustainable difference to the health and wellbeing of Haringey's residents as underpinned in the Health and Wellbeing Strategy, by encouraging more people to walk or cycle.
- 4.3 The policy also supports steps to reduce the Council's own carbon emissions and meet our 40:20 carbon reduction targets, highlighted in Priority 4 of the Corporate Plan.
- 4.4 This parking policy compliments the Council's emerging staff travel plan which contains actions to further reduce staff car use, by providing lower carbon travel alternatives, including access to low emission car club vehicles, incentives to car share, use low emission vehicles or alternative low carbon modes of travel.

## **5. Alternative options considered**

- 5.1. The continuation of current criteria for allocating car park spaces would allow previously authorised permit holders to remain and create a waiting list for allocation on spaces becoming available. This would negate the opportunity to refresh and review the allocation of spaces in accordance with the clearer criteria based on business need. Continuing existing arrangements will lead to eligible staff being refused a space, regardless of business need.

## **6. Background information**

- 6.1. The Council's parking provisions are inadequate to provide parking for all staff, visitors and contractors who wish to drive. An over-subscription of staff using Council office staff car parking spaces has required a review of the use of spaces within Council car parks which has highlighted the need for a fair and robust allocation system based on primarily business need. Facilities Management reviewed the current policy with input from HR and the Smarter Travel Team.
- 6.2. The review confirmed that the majority of parking permits are requested under the 'Casual User' and 'Essential User' criteria. This would suggest that a high majority of spaces are used by permit holders who do not essentially need a car to carry out their role.
- 6.3. In exceptional circumstances a decision to issue a parking permit to a member of staff other than in accordance with the priority bandings may be made by the Head of Asset Management in consultation with the Human Resources Business Partner.
- 6.4. Future closure of Council buildings will further impact the quota of parking spaces available for staff. Encouraging alternative transport and robust application of the criteria will help reduce the gap between supply and demand.
- 6.5. The Staff Parking Policy and Procedure has been developed in Consultation with :

Human Resources 26 October 2015

Unison - 05 November 2015

Legal Department – 29 February 2016

Finance Department – 29 February 2016

Occupational Health – 01 March 2016

- 6.6. A Staff Travel Survey was commissioned in December 2015 by Traffic Management to obtain staff comments on their current modes of travel and their suggestions on alternative modes of travel and transport to inform the policy and procedure. The survey revealed that 84% of staff do not need to use a vehicle or bicycle for work. (please note that 797 people responded to the survey which represents 31% of the workforce). This also indicates a higher level of preference than business need for car parking spaces.
- 6.7. The introduction of clearer criteria and the robust application of those criteria, together with greater monitoring and control will reduce the level of unauthorised parking and reduce the number of occasions when fee paying staff are unable to park, improving access in accordance with the Council's business needs.
- 6.8. An option to increase the fleet of electric and/or Zip Cars for staff usage has also been implemented. Two Zip cars have been commissioned and will be accommodated within the overall provision of staff parking spaces, will provide an alternative form of travel and will help reduce the need for Essential Users to use their car for work. While this will have a positive impact on the need for parking spaces, it is not sufficient to negate the need for this policy and procedure.
- 6.9. Amendments to the policy have been made following feedback received through consultation with staff (current car park users), Smarter Travel Team, Unison and Councillors. The changes made are as follows:
- a. Priority 2 Annual mileage brought in line with current Essential User criteria policy.
  - b. Priority 9 Casual Users criterion re-instated for staff who use their car for work business but are not required to do so as part of their role.
  - c. Detailed information added re sustainable modes of transport and link to the staff travel plan,
  - d. EqIA completed and attached.

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

- 7.1. The Council's Strategic Priority 2 commitment is to enable all adults to live healthy long and fulfilling lives and Priority 3 commitment is to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs where staff may choose a healthier and more sustainable transport option.

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

- 8.1 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 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;
  - 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.
- 8.2 The staff car parking policy sets out the eligibility criteria and priorities for allocation of parking spaces to staff. The intention of the policy is to ensure that allocation of spaces is consistent and fair and that priority is given to those with the greatest need. Given an increased demand for fewer spaces, failure to allocate spaces according to strict criteria is likely to unfairly disadvantage certain groups of staff, in particular those with mobility issues who are less able to travel flexibly, those who are required to use their car for work, and those who work part-time which includes a higher proportion of female staff. Given the potential impact for our equalities duty of this policy, a full EqIA has been completed (attached as appendix B).
- 8.3 The eligibility criteria within the policy are specifically designed to ensure that those most in need of a parking space are given the highest priority:
- a) Blue Badge holders and those with mobility issues receive the highest priority. In addition, under the policy 10% of total bays are dedicated for staff who need to park on site due to mobility issues in line with our staff mobility profile. Priority is also given to those who have temporary mobility issues, such as following an operation.
  - b) The second highest priority level is given to essential users who need to use their car for work
- 8.4 The service has also agreed a number of mitigating actions to ensure that those with the protected characteristics are not disadvantaged by the operation of the policy. In particular, the service has agreed to:
- a) Review where staff who work part time or flexibly are based to ensure that car parks they use are not over subscribed
  - b) Ensure that wider parent and child bays are installed when a car park is refurbished
  - c) Review the use of signage when car parks are refurbished to support the needs of ethnic minority staff
  - d) Undertake a risk assessment on how accessible all car parks are and continue to investigate ways of using technology to support disabled staff

## **9. Assistant Director of Corporate Governance**

- 9.1 Applying the tests set out in caselaw concerning whether the policy of an employer is incorporated into the contracts of its employees, the current staff parking policy and procedure is unlikely to be incorporated into the contracts of Council employees. Accordingly it is open to the Council to amend the policy and procedure by the Committee adopting the proposed Policy and Procedure without the Council being in breach of those contracts. However it is advisable that the point is put beyond doubt for the future. Accordingly the proposed Policy and Procedure states that is not intended that the Policy will be incorporated into the contracts of employment of any of the Council's current or future employees, or into any contract the Council has or may have in the future with any contractor.
- 9.2 The proposed Policy and Procedure will assist the Council in complying with its statutory duty to make reasonable adjustments for those of its employees who are disabled and who have restrictions on their mobility.

## **10. Chief Finance Officer**

**10.1** The Asset management service currently has an income budget in relation to charges to staff for parking spaces. The proposals set out in this report are more about regularising how access to these limited spaces is administered rather reducing the overall number and therefore the proposals should be cost neutral in terms of the income expectation. The service also confirm that administration of the new policy should not incur any additional costs.

**11. Use of Appendices**

Appendix A – Proposed Staff Parking Policy and Procedure

Appendix B – Eqla Assessment

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

N/A

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# Staff Parking Policy and Procedure

DRAFT

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## **1. Introduction**

The Haringey Staff Parking policy seeks to clarify the regulations and restrictions relating to the parking of all motor vehicles within the Council's staff car parks, for the benefit of our employees, agency workers, and visitors. This policy applies to all employees, agency workers, and contractors in this policy references to staff are to Council employees, and to agency workers and consultants working for the Council. The Client FM Team is responsible for managing the arrangements set out in this policy.

## **2. Background**

The aim of this policy is to ensure that access to car parking for staff, and contractors is given consistently and fairly in light of the limited number of parking facilities available.

The reduction in parking spaces is consistent with the Council's Corporate Plan Priority Three objective to create 'A clean and safe borough where people are proud to live' by reducing the number of cars attending Council buildings on a daily basis and encouraging staff and contractors to use public transport, cycle or walk when visiting Council offices.

The Council recognises that as the majority of their staff resides in the borough reducing parking spaces will support its strategic priority to make a real and sustainable difference to the health and wellbeing of Haringey's residents as underpinned in the Health and Wellbeing Strategy.

The policy also recognises the contribution that reducing staff parking makes towards the Council's Strategic Priority 3 commitment to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs.

The policy also supports steps to reduce the Council's own carbon emissions and meet our 40:20 carbon reduction targets, highlighted in Priority 4 of the Corporate Plan.

This parking policy compliments the Council's emerging staff travel plan which contains actions to further reduce staff car use, by providing lower carbon travel alternatives, including access to low emission car club vehicles, incentives to car share, use low emission vehicles or alternative low carbon modes of travel.

The Policy has been written in consultation with Human Resources, Trade Unions, Finance, Transport Planning, Legal and Occupational Health.

## **3. Purpose and Scope**

The main purpose of the Staff Parking Policy is to create a clear and transparent process governing the assignment of the available staff car parking bays based on priority need. Details of the priority bandings are located below in Sections 6 to 14 and Table 1 - Staff Parking Permit Allocation Criteria.

Reducing the number of available bays at Council offices will support the Council's staff Travel Plan in encouraging greater take-up of sustainable travel modes and staff car sharing. It will also have the added benefit of reducing localised traffic congestion around Council offices.

The policy outlines the process that is to be followed in the allocation and management of the Council's office based car parking facilities.

This policy only applies to those spaces attached to its office locations and does not apply to the following Haringey Council operated car parks:

- i. Bury Road Multi-Storey Car Park, Wood Green Town Centre, N22
- ii. Westerfield and Brunswick Road, N15
- iii. Crouch Hall Road, N8
- iv. Stoneleigh Road x3 and Somerset Road N17
- v. Summerland Gardens, N10
- vi. Garman Road N17

The policy sets out the roles and responsibilities for applying for a staff car park permit and details of charges.

The Policy is managed by the FM Client Team and staff car parking permits will be administered by the appointed contractor. Overall responsibility for the Policy rests with the FM Client Team.

The Policy will be reviewed on a regular basis by the FM Client Team and amended as and when circumstances require.

It is not intended that the Policy will be incorporated into the contracts of employment of any of the Council's current or future employees, or into any contract the Council has or may have in the future with any contractor.

#### 4. Visitor Parking

There are no allocated visitor bays within the car parks attached to Council offices and visitors are encouraged where possible to use local transport to attend Council offices. Visitors who drive can make use of on-street pay and display parking by purchasing a ticket at a parking machine or by using [Pay by Phone](#). Visitors should be aware that within Controlled Parking Zones there are restrictions on the maximum stay allowed. This information is displayed within the vicinity of the bays.

#### 5. Staff Parking Allocation

- a. The Council operates secure parking facilities for use by staff and Contractors. Over-subscription of available spaces will mean that **applying for a parking permit only gives permission to look for a space and does not guarantee that a space will be available.**
- b. The Policy applies to new members of staff applying for a car park permit for the first time AND to existing members of staff applying for a car park permit renewal. All staff applications will be assessed against the criteria as set out in Table 1 below.
- c. Individuals who wish to park in a staff car park facility must apply during the application window **(as advised on the intranet).**
- d. In applying for a staff car parking permit users accept that subject to any exceptions listed within this policy, permits are non-refundable and cannot be purchased on a monthly or ad hoc basis and that when applying users commit to deductions from their salary to cover the permit.

- e. Approved staff car park permits are valid for 24 months after which point an individual is required to reapply for a new permit.
- f. Approved staff car park permits are only valid in the car park for which it has been allocated and does not authorise the permit holder to park in any other car park.
- g. Approved staff car parking permits are not transferable and it is a breach of the Council's Code of Conduct to assign an approved permit to another member of staff, which may lead to disciplinary action.

## 6. Staff Parking Permit Allocation Criteria

To ensure a fair allocation of the remaining bays staff car parking permits are issued in accordance with priority bandings detailed below in Table 1. The allocation criteria are ranked in accordance with priority and are strictly applied. If the Council considers a member of staff does not meet a particular allocation criterion there is no right to appeal against that decision. In exceptional circumstances a decision to issue a parking permit to a member of staff other than in accordance with the priority bandings may be made by the Head of Asset Management in consultation with the Human Resources Business Partner. **All allocations will be subject to availability.**

## 7. Blue badge holders

The Council is committed to providing accessible parking provisions for its staff and contractors. Ten percent of the Council's current workforce declares having a disability. Although the Council recognises that not all of these members of staff will be Blue Badge holders, to assist in complying with its statutory equality obligations the Council will designate 10% of the total parking bays at each location for use by Blue Badge holders or by staff who have a need, certified by Occupational Health, to park on-site due to mobility issues.

Staff applying under Priority 1, Blue Badge scheme, who have a valid Blue Badge can apply for a free staff car park permit. Blue badge holders will be asked to provide a valid Blue Badge card.

Designated disabled parking bays will only be available for use by cars that display a valid Blue Badge permit. Facilities management will manage the enforcement of these bays.

Blue badge holders are reminded that they can also park for free in the following locations:

- a. on yellow lines, in resident bays (where there are no loading restrictions) for up to three hours, providing the clock card is displayed and set to the time of arrival at the location, and in pay and display bays for an unlimited time;
- b. in designated on-street disabled bays.

## 8. Essential User (A)

Staff required to use a private vehicle on the majority of their working days, in the course of their work and who travel in excess of 1600 miles each calendar year on Council business. Travel between home and place of work is not included. All staff applying for a Essential User (A) permit will be asked to produce a current driving licence, insurance certificate which

allows their car to be used for work related duties, car registration document, a current MOT if the car is more than 3 years old and evidence that they travel in excess of 1600 miles each calendar year on Council business (e.g. copies of recent travel forms)

### **9. Essential User (B)**

Staff who must have a car available at all times for providing an emergency response which requires immediate attendance at an incident and where the use of public transport would not allow a quick enough response. This will include Directors/managers and Emergency Response Teams who are on call should an incident occur.

### **10. Restricted Mobility (Temporary)**

On an occasional basis staff with temporary mobility problems may be allocated a parking space only for the duration of their disability (for a maximum of 12 weeks), further certification will be required after 12 weeks. A letter from a medical practitioner or certification from Occupational Health that the staff member needs to use a car to travel between their home and their place of work or to carry out their duties, is required and allocation of a space on these grounds is at the discretion of the relevant \*Head of Business Unit and Client FM Team provided space is available.

This will include:

- a. Temporarily impaired mobility following surgery.
- b. Temporarily impaired mobility until diagnosis or treatment e.g. receiving chemotherapy for cancer.
- c. Temporarily impaired mobility due to respiratory disease whilst treatment controls symptoms e.g. COPD.

\*Line Management is advised to conduct a risk assessment with the member of staff.

### **11. Reasonable adjustment for disabled staff**

All disabled staff whom due to mobility issues require the use of a car at least once a week as a reasonable adjustment to carry out their duties or to travel between their home and their place of work. Occupational Health must confirm that in their view:

- (a) the staff member is disabled for the purposes of the Equality Act 2010; and
- (b) due to mobility issues the staff member requires use of a car at least once a week to carry out their duties or to travel between their home and their place of work.

### **12. Out of Hours**

Staff who regularly work outside normal working hours as part of their contractual duties (for the purposes of this policy normal working hours are taken to be 7.00am to 9.00pm, Monday to Friday) and who need the security of a vehicle. (This is **not** for staff working additional non contracted hours as flexi or overtime.)

### 13.Nominated Carers

Staff who have to care for a dependent person, being a direct family member who lives with them, who undertakes these duties on at least a weekly basis, who are registered as a carer with the local authority for the area in which they live and who may be called on at short notice to deal with crisis situations. See Employee Nominated Carers Pack for further information.

### 14.Car Sharer

Car sharing is defined for the purpose of this policy as two or more staff who share a vehicle between home and the workplace, and who are both accepted for a Staff Car Park Permit through the application process.

- a. Both car sharers have to agree to be on the same payment method for car parking i.e. both on deductions from monthly salary or salary sacrifice.
- b. The car share group may have more than two members, however only **ONE** vehicle is allowed to park on site at any time. The car share permit **MUST** be displayed in the onsite vehicle at all times. If on any given day, two or more vehicles are needed for work purposes it is the responsibility of the car sharers to find private parking for the other vehicle/s off site.
- c. The car sharers will need to be registered on Haringey's Car Sharing website (to be launched in June 2016 ) and actively share a vehicle at least 50% of journeys between home and the workplace work.

### 15.Casual User

Casual User is defined for the purpose of this policy as a staff member who often use their own car for work purposes, but their posts are not designated as requiring a car and they do not fall into any of the above criteria. Spaces unallocated under the above criteria will be made available to other staff on application on a first come first served basis. The allocation may be withdrawn at any time to accommodate a request under any of the above criteria.

Table 1: Staff Parking Permit Allocation Criteria

Priority bandings	Who	Fee	Notes
Priority 1	<b>Blue Badge or Mobility issues</b>	Free	<i>Staff who</i> hold a Blue Badge and or need to park on-site due to mobility issues as certified by Occupational Health. These bays are <u>deducted from the total capacity prior to allocation to other users.</u>
Priority 2	<b>Essential User (A)</b>	<u>In line with latest charges</u>	<u>Staff required</u> to use a private vehicle in the <u>course of their work</u> on the majority of their working days and travels in excess of 1600 miles each calendar year on Council business Travel between home and place of work is not included
Priority 3	<b>Essential User (B)</b>	<u>In line with latest charges</u>	Staff required to have a car available at all times for providing an emergency response which requires immediate attendance at an incident and where the use of public transport would not allow a quick enough response.
Priority 4	<b>Restricted Mobility (Temporary)</b>	<u>In line with latest charges</u>	On an occasional basis staff with temporary mobility problems may be allocated a parking space only for the duration of their disability. A letter from a medical practitioner or certification from Occupational Health that the staff member needs to use a car to travel between their home and their place of work or to carry out their duties, is required and allocation of this space on these grounds is at the discretion of the relevant *Head of Business Unit and Client FM Team provided space is available.
Priority 5	<b>Reasonable adjustment for disabled staff</b>	<u>In line with latest charges</u>	All disabled staff member who due to mobility issues require use of a car at least once a week as a reasonable adjustment to carry out their duties. Occupational Health must confirm that in their view the staff member is disabled for the purposes of the Equality 2010 Act and due to mobility issues the staff member requires use of a car at least once a week to carry out duties or to travel between their home and their place of work
Priority 6	<b>Out of hours working</b>	<u>In line with latest charges</u>	Staff who regularly work outside normal working hours as part of their contractual duties (for the purposes of this policy normal working hours are taken to be 7.00am to 9.00pm, Monday to Friday) and who need the security of a vehicle.
Priority 7	<b>Nominated Carers</b>	<u>In line with latest charges</u>	Staff who have to care for a dependent person, being a direct family member who lives with them, who undertakes these duties on at least a weekly basis, who are registered as a carer with the local authority for the area in which they live and

			who may be called on at short notice to deal with crisis situations.
Priority 8	<b>Car Sharers</b>	<u>In line with latest charges</u>	Two or more staff, who share a vehicle between home and the workplace , and who are both accepted for a Staff Car Park Permit through the application process. Need to be registered on Haringey's Car Sharing website (to be launched in June 2016 ) and actively sharing a vehicle at least 50% of journeys between home and the workplace .
Priority 9	<b>Casual User</b>	<u>In line with latest charges</u>	Staff whose post does not require use of a car and who do not fall into any of the above categories. Spaces unallocated under the above criteria will be made available to other staff on application on a first come first served basis. The allocation may be withdrawn at any time to accommodate a request under any of the above criteria.

### 15. Motorcycles

Motorcycles are required to park in the designated motorcycle areas wherever they are provided and cannot park in bays allocated to cars.

Designated motorcycle parking is provided at 40 Cumberland Road, N22 7SG and River Park House, 225 High Rd, London N22 8HQ.

Motorcyclists do not need to apply for a parking permit and no charge will be made for parking motorcycles and mopeds in the staff car parks. Motorcyclists will be required to register motorcycle registration and contact details with the FM Client Team.

### 16. Bicycle Parking

In addition to assisting in improving health, through cardiovascular activity, there are many benefits to staff cycling to work, which include being a cheaper alternative to using a car and generally quicker than the same journey by car.

The majority of Council office locations provide secure bike racks and shower facilities for staff and contractors cycling to work. The location of secure cycle parking at each site is included in the Green Travel Plan.

### 17. Delivery Vehicles

Delivery vehicles are permitted in any Council staff car parks to carry out deliveries free of charge without the need for a Car Park Access Permit. Delivery vehicles have a maximum of 15 minutes to unload and carry out deliveries and should park in the Loading Bays where available. All delivery vehicles should report to Reception their Vehicle Registration details before conducting their delivery.

### 18. Council Vehicles

Drivers driving a Council Vehicle will need to apply for a parking permit but no charge will be made for parking Council Vehicles in the staff car parks. All applications should be authorised by the relevant Head of Business Unit and will be subject to the agreement of the FM Client Team. Parking Council Vehicles in the staff car parks is treated as business parking, not staff parking, and these applications for a parking permit have a higher priority than any application for a staff parking permit.

### **19. Contractor Vehicles**

There is **no** parking for Contractors onsite. Contractors dealing with emergencies on site should report to Reception to register their vehicle. A Council display card will then need to be placed in the windscreen detailing the department they are visiting, the time and date of arrival and the company details including name, and vehicle registration number.

In the event of development and construction programmes on the sites, specific agreements will be made between the contractor, relevant project manager and FM Client Team.

### **20. Withdrawal of Parking Permits**

Any person found not adhering to the Haringey London Staff Car Parking Permit Policy, or who does not have valid vehicle documentation, will automatically have their parking permit withdrawn. Not adhering to the Policy could result in disciplinary action being taken.

### **21. Roles, responsibility and performance management**

#### **FM Client Team responsibilities**

- a. Approval of staff car parking applications is the responsibility of the FM Client Team who are also responsible overall for the management of the parking spaces.
- b. The management of the Council's staff car parking spaces has been delegated to the FM contractor.
- c. It is the role of the FM Client Team to be familiar with the geography of the Council, its car parks, buildings and facilities.
- d. The FM Client Team is required to approve requests for a staff car park permit in line with this Policy, sending all approved applications to the FM Contractor in a timely manner.
- e. The FM Client Team is responsible for ensuring that approved applications for a staff car park permit are sent to Payroll for deductions. Permits cannot be issued until deductions are confirmed.
- f. The FM Client Team will provide advice or guidance in connection with the issue of a Staff Parking Permit.

#### **FM Contractor responsibilities**

The Facilities Management Contractor Team are responsible for:

- g. Ensuring that access barriers and gates to staff car parking facilities are opened/closed at the agreed times;



- h. Carrying out regular patrols of staff car parking sites to act as a deterrent against theft and vandalism and to assist in the improvement of safety and security of all car park facilities; issuing fixed penalty notices when necessary
- i. ensuring that roads and access roads to staff car park facilities remain free from obstruction and report maintenance defects as necessary;
- j. responding to and resolving queries relating to staff car parking matters as quickly as possible;
- k. providing regular checks on all car parking equipment and promptly reporting any apparent fault or breakdown to the appropriate department;

The FM Contractor Team is required to:

- l. be familiar with the geography of the Council, its buildings and associated staff car parking facilities, and to be familiar with all aspects of this Policy;
- m. control and monitor the allocation of parking permits in line with this Policy; and
- n. be contactable at all times during normal offices hours (08:00 to 17:00 Monday-Friday) for all patrol staff and for all administrative duties via Ext 2611 to ensure that one patrol person is available in the office or within radio contact at all times when on duty.

### **SSC responsibilities**

The SSC is responsible for:

- o. Processing the deductions for Staff Car Parking as part of payroll run;
- p. ensuring that the appropriate authorisations have been received from the employee to make the deductions; and
- q. providing upon request from the Client FM Team an up to date list of staff that pay for parking.

### **Council Staff responsibilities:**

- r. Staff are required to follow the processes of this Policy when applying for and operating a staff car park permit;
- s. staff are required to comply with the Terms and Conditions of Use of all Haringey staff car parks (see Appendix 2);
- t. staff are required to pay the relevant parking permit charges and accept that failure to do so will invalidate an issued permit;
- u. staff are required to obtain written authorisation on their application form from a senior manager to support the application for a staff car parking permit;
- v. if an approved staff car park permit user changes vehicle permanently or temporarily the individual must inform the FM Client Team of the changes;
- w. the FM Client team will notify the FM Contractor of the change and request that a new permit is issued. Users cannot have more than one valid staff car parking permit at any given time. Users who own more than one car will be able to register their other cars on a single permit, however only one vehicle can be parked in a staff car parking facility on any given day;
- x. all permit holders are entitled to one free change of permit details during the life of the permit. ALL additional change requests will carry a £5 administration charge; and

- y. staff must apply using the permitted application window.

**Performance Management**

The FM Contractor and the Council's FM Client Team will work jointly to ensure that the Policy is implemented efficiently. The FM Contractor will ensure that effective management systems are in place to monitor, control and performance manage the car parking facilities on various sites. The FM Contractor will report back to the FM Client Team on a monthly basis, relevant information on monitoring of parking, trends and follow up action taken.

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**Appendix 1: Staff Car Parking Costs (to be reviewed as part of this policy)**

The current monthly staff car park permit rates as at 1<sup>st</sup> January 2016 are £25.75 and VAT of £5.15 operated via salary sacrifice in case of Council employees.

In opting for **Salary Sacrifice** the sum of £25.75 is deducted from gross pay resulting in the individual saving on Tax and NI (approx £7.70).

Agency workers and consultants will be invoiced directly for the car park charge and will be required to provide details for invoicing at time of application.

There is no charge for Blue Badge holders.

Once a Staff Car Park Application has been approved, the Application is automatically sent to SSC for deduction from the employee's salary.

**Staff car permit charges** are dependent upon the full time/part time status of the member of staff concerned. Car park permit costs are non-refundable. Should a Car Park Permit Holder be away from work for a long period of time, they should inform the FM Client Team to cancel their permit payments through SSC. Staff will be required to reapply for a permit on their return to work. There may be a £5.00 charge for replacement permits.

Charges will be reviewed regularly. Any proposed increases will be considered as part of the annual review of fees and charges and the subject of communication with staff.

## Appendix 2: Parking Rules and Regulations

The following rules must be observed when using any Council Staff Car Park; failure to do so may result in the withdrawal of the staff member's parking permit.

1. All staff are required to display a valid and up to date staff car parking permit when parking in staff areas. This permit will have an annual expiry date and staff will be responsible for renewing their permits. Vehicles parked in the designated staff parking areas without displaying a valid permit will be subject to enforcement action such as a fixed penalty notice.
2. Permits may only be used for the cars registered on the Car Park Access Permit. Please note: up to two car registrations can be recorded on any one staff permit.
3. Permit holders must inform the FM Client Team of any changes to their circumstances or their car registration details without delay.
4. Every effort should be made by the employee to ensure his/her permit and barrier access card/fob are not lost or damaged, as they are of value. Lost or damaged permits and barrier access cards/fobs should be reported to the FM Client Team and a replacement will be organised. There may be a £5.00 charge for replacement permits/barrier access cards/fobs. If the charge is not paid, the staff member will not receive the replacement.
5. If the staff member's vehicle is stolen, s/he should produce a copy of the Police Crime Report number to the Client FM Team who will issue a replacement permit free of charge.
6. Parking Permits, access cards and access fobs remain the property of the Client FM Team. They must be returned to the Client FM Team on or before termination of service at the Council or a replacement charge will be levied. The Client FM Team reserves the right to withdraw permits at its absolute discretion or to change the areas where car parking is allowed.
7. Permit holders must park in designated car parks only.
8. Unauthorised parking may result in the permit being withdrawn.
9. The possession of a permit does not guarantee a parking space.
10. The Council cannot accept liability for any loss or damage to any vehicle parked in a designated parking area arising from the acts of third parties e.g. vandalism, theft or accidental damage.
11. Fraudulent use by a staff member of a permit will be formally reported to the Council. This may result in disqualification from the staff parking scheme and disciplinary action.

### **Appendix 3: Process for administering applications**

The following process is to be followed by Client FM Team, Facilities Management, and Payroll services in the administration of staff car parking applications.

- a. On receiving an application, the Client FM Team will assess this against staff car park permit allocation criteria detailed within sections 6 to 14 and Table 1 of the Staff Car Parking Policy.
- b. The Corporate Landlord team will make a decision to approve or reject the application in line with the policy criteria.
- c. The Client FM Team will check the current car park locations and review whether there is sufficient capacity.
- d. In the event that the requested car park is full, the Client FM Team will notify the applicant of any vacancies in other staff car parking facilities.
- e. If the application is rejected the Client FM Team will notify the Staff member and the staff member's manager who approved the application of the reason for the rejection.
- f. The Client FM Team will record all approved staff car parking permits in a database.
- g. The Client FM Team will forward to SSC the name and payroll number of all approved staff car parking applications for Council employees and will use the information to confirm the deductions from the individual's salary.



I understand that the parking facility is attached only to the post/role I currently occupy and that if I transfer post/role may lose the right to parking facilities.

The right to park is unassignable and that if it is found that I have transferred my pass/key/fob/card to another member of staff it may lead to disciplinary action.

It is the responsibility of each staff member to return the pass/key/fob/card to 'Corporate Landlord', Level 6, Alexandra House on leaving the Authority or Service.

(If the staff member is a Council employee) If the Council issues me with a car parking permit, I authorise the Council to deduct from my monthly salary the amount the Council determines from time to time should be charged for the issue to me of the car parking permit.

I understand that my car parking allocation will be based on the above information. If this information is discovered to be inaccurate or changes according to the needs of the post I am in, I agree that it may be necessary to review these arrangements and that my allocation may change as a result.

SIGNED: ..... DATE: .....

(Applicant).....Date.....

**I believe the above information to be true, attach a completed Assessment Form and approve the issue of a car parking permit.**

Signed (Manager).....Date.....

Print Name .....

Head of Business Unit AUTHORISATION (print name) .....

SIGNED .....

COST CENTRE: (if applicable)..... DATE .....

INVOICING DETAILS: (if applicable).....

**Completed forms should be sent to the [CorporateLandlord@haringey.gov.uk](mailto:CorporateLandlord@haringey.gov.uk) mailbox box.**

*For office use:*

PAYROLL    yes/no            DATE SENT.....

FINANCE    yes/no            DATE SENT.....

FM SUPPORT yes/no            DATE SENT.....

PERMIT NO.....    DATE ISSUED.....

## Appendix 5

**Assessment Form for Managers**

Staff Member's Name & contact details	
Department	
Car make, model & registration number	

Question	Essential user criteria	Answer
Priority 1	Does the staff member hold a Blue Badge and/or need parking on-site due to mobility issues as certified by Occupational Health? Please provide copy of BB Certificate.  <u>These bays are deducted from the total capacity prior to allocation to other users.</u>	Yes / No
Priority 2	Does the staff member require use of a private vehicle in the <u>course of their</u> work on the majority of their working days and travels in excess of 1600miles each calendar year on Council business? (travel between home and place of work is not included)? Proof will be required i.e. copies of recent travel claim forms)	Yes / No
Priority 3	Does the staff member require a car available at all times for providing an emergency response which requires immediate attendance at an incident and where the use of public transport would not allow a quick enough response?	Yes / No
Priority 4	On an occasional basis staff with temporary mobility problems may be offered a parking space only for the duration of their disability (up to a maximum of 12 weeks). A letter from a medical practitioner or certification from Occupational Health that the staff member needs to use a car to travel between their home and their place of work or to carry out their duties, is required and allocation of this space on these grounds is at the discretion of the relevant *Head of Business Unit and Client FM Team provided space is available	Yes / No  Yes / No



Priority 5	All disabled staff member who due to mobility issues require use of a car at least once a week as a reasonable adjustment to carry out their duties. Occupational Health must confirm that in their view the staff member is disabled for the purposes of the Equality 2010 Act and due to mobility issues the staff member requires use of a car at least once a week to carry out duties or to travel between their home and their place of work	Yes / No  Yes / No
Priority 6	Does the staff member regularly work outside normal working hours as part of their contractual duties and does s/he need the security of a vehicle? (normal working hours deemed to be 07:00 to 21:00, Monday to Friday )	Yes / No
Priority 7	Does the staff member care for a dependent person, being a direct family member who lives with them, who undertakes these duties on at least a weekly basis, who is registered as a carer with the local authority and who may be called on at short notice to deal with crisis situations? (Manager to be provided with evidence of registration)	Yes / No
Priority 8	Has the member of staff provided information of two or more staff, who will share a vehicle between the home and the workplace, and who are both accepted for a Staff Car Park Permit through the application process. Have the staff members registered on Haringey's Car Sharing website (to be launched in June 2016 ) and agree to actively share the vehicle for at least 50% of journeys between home and the workplace .	Yes / No
Priority 9	Does the staff member often use their car for work purposes although their post is not designated as requiring a car? Spaces unallocated under the above criteria will be made available to casual user staff on application, on a first come first served basis. The allocation may be withdrawn at any time to accommodate a request under any of the above criteria.	Yes/No

**I believe the above information to be true**

Signed (Manager).....Date .....

Print Name.....

**This form needs to be fully completed and returned to [CorporateLandord@haringey.gov.uk](mailto:CorporateLandord@haringey.gov.uk) with the Staff Car Park Permit application/renewal form otherwise a permit will not be issued.**

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**Haringey Council**

## Equality Impact Assessment

<b>Name of Project</b>	Staff Car Parking Policy & Procedure	<b>Cabinet meeting date If applicable</b>	
<b>Service area responsible</b>	Asset Management		
<b>Name of completing officer</b>	Brenda Brown	<b>Date EqIA created</b>	31/03/2016
<b>Approved by Director / Assistant Director</b>	Stephen McDonnell	<b>Date of approval</b>	

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.

<b>Stage 1 – Names of those involved in preparing the EqIA</b>	
1. Project Lead – Brenda Brown – FM Services Manager	5.
2. Equalities / HR – Julie Amory	6.
3. Legal Advisor (where necessary) – Edmund Jankowski	7.
4. Trade unions	8.
<b>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.</b>	
<p>The aim of this policy is to ensure that access to car parking for staff, Councillors and contractors is applied consistently and fairly in light of the limited and reducing number of parking facilities available.</p> <p>The reduction in parking spaces is consistent with the Council’s Corporate Plan Priority Three objective to create ‘A clean and safe borough where people are proud to live’ by reducing the number of cars attending Council buildings on a daily basis and encouraging staff , contractors and councillors to use public transport when visiting Council offices. The reduction makes it more important to have a robust policy and set of criteria with which to consider applications based primarily on business needs.</p> <p>The Council recognises that as the majority of its staff reside in the borough reducing parking spaces will support its strategic priority to make a real and sustainable difference to the health and wellbeing of Haringey’s residents as underpinned in the Health and Wellbeing Strategy.</p> <p>The policy also recognises the contribution that reducing staff parking makes towards the Council’s Strategic Priority 3 commitment to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs.</p>	
<b>Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment</b>	
<b>Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for</b>	

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?
Equality scorecard profile on Intranet	Age, gender, ethnicity, disability information – for the Council employees

**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?
Number of available parking	Location and number of available car park spaces: – Alexandra House = 89 Apex House = 35 Civic Centre = 101 Cumberland Road = 41 Bounds Green = 15 River Park House = 38 Woodside House = 26 <b>TOTAL = 307</b>
Number of staff car park permits issued	Data showed 319 permits issued

**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.**

The policy applies to employees and will not directly impact on residents and service delivery. It is recognised that staff may utilise parking spaces in non-controlled streets surrounding Council offices. As part of this policy and the Staff Travel Plan the Council encourages staff to use other modes of transport including cycling, walking and public transport.

**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.**

	Positive	Negative	Details	None – why?
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<b>Sex</b>		x		
<p>A higher percentage of staff car parking permit holders are female (current users 160 Female and 120 Male) therefore it is recognised that any changes could disproportionately impact on women. As the new policy applies to men and women equally there is no evidence to suggest a direct negative impact on women. It is recognised that part timers may be disproportionately affected by the policy as they tend to arrive at time when the car park may already be full. Within the Council the majority of part timers are female therefore it is accepted that the policy could indirectly impact on women. To mitigate this potential indirect impact FM will look at where staff who work part time are based to ensure that we do not over subscribe in the car parks that they use – for example at RPH has limited spaces so we would look at the percentage of oversubscription at each car park to accommodate those who apply and who are part timers or work flexibly.</p>				
<b>Gender Reassignment</b>		x		
<p>The new scheme introduces a fairer process based on a set of justifiable criteria for the allocation of car parking spaces. The new process recognises that there are a limited number of available spaces. There is no evidence to suggest that the new policy will have a direct or indirect impact based on gender reassignment.</p>				
<b>Age</b>		x		
<p>The new scheme introduces a fairer process based on a set of justifiable criteria for the allocation of car parking spaces. The new process recognises that there are a limited number of available spaces. There is no evidence to suggest that the new policy will have a direct or indirect impact based on age as access to the car parking spaces is available to all staff who meet the eligibility criteria.</p>				
<b>Disability</b>		x		
<p>It is recognised that people who have disabilities may be less able to take advantage of other modes of transport when compared to their peers/colleagues. It is also accepted that those who have mental health issues and employees with for example visual disabilities may feel less able to travel flexibly. To recognise this the new policy provides Blue Badge Holders who apply under the scheme access to designated bays at no cost to the individual. The new policy has also increased the amount of available disabled bays.</p> <p>Employees who are not Essential Users or Blue badge holders but who have a health condition or restricted mobility are still able to apply for a parking space under the other eligibility criteria. The restricted mobility category allows an employee who has a health condition but is not an eligible blue badge holder and who is not required by their role to use their vehicle for work to apply under the Priority 4 – Restricted mobility category.</p> <p>Some people with certain disabilities such as upper limb problems may find it difficult to use some car park machinery such as swipe access at</p>				

at the entry – parking provisions for these staff should be made in barrier free car parks or special access arrangements made based on individual needs				
<b>Race &amp; Ethnicity</b>	x			
There is no evidence to suggest that the new policy will have a direct or indirect impact based on race or ethnicity. It is recognised that some staff may not speak English as their first language or who may have adult literacy issues. To address this we will ensure that managers are aware of the process so can inform their employees of the availability of the car parking scheme and when car parks are refurbished look at including different languages on signage.				
<b>Sexual Orientation</b>	x			
The new scheme introduces a fairer process based on a set of justifiable criteria for the allocation of car parking spaces. The new process recognises that there are a limited number of available spaces. There is no evidence to suggest that the new policy will have a direct or indirect impact based on Sexual Orientation.				
<b>Religion or Belief (or No Belief)</b>	x			
The new scheme introduces a fairer process based on a set of justifiable criteria for the allocation of car parking spaces. The new process recognises that there are a limited number of available spaces. There is no evidence to suggest that the new policy will have a direct or indirect impact based on religion or belief (no belief).				
<b>Pregnancy &amp; Maternity</b>	x			
Temporary designated parking spaces may be required for those employees and visitors whose circumstances in relation to pregnancy and maternity would require the Council to make a reasonable adjustment to the car parking arrangements in order to enable the employee to access the work place. For employees this would be based on medical advice and guidance with regard to capability. Some pregnant women find it hard to get in and out of car within normal width parking bays. When a car park is refurbished, ensure wider bays are installed where this is done it will result in a reduction of available bays.				
<b>Marriage and Civil Partnership</b> (note this only applies in relation to eliminating unlawful discrimination )		x		
The new scheme introduces a fairer process based on a set of justifiable criteria for the allocation of car parking spaces. The new process recognises that there are a limited number of available spaces. There is no evidence to suggest that the new policy will have a direct or indirect				

impact based on marriage and civil partnership).	
<b>Stage 6 - Initial Impact analysis</b>	
<b>Actions to mitigate, advance equality or fill gaps in information</b>	
Disabled access to all car parks	Risk Assessment re access to all car parks to be undertaken. Continue to investigate ways of using car park technology such as fob/remote access to help disabled staff. When a car park is refurbished ensure that wider disabled bays are installed
Gender	FM will look at where staff who work part time are based to ensure that we do not over subscribe in the car parks that they use – for example at RPH has limited spaces so we would look at the percentage of oversubscription at each car park to accommodate those who apply and who are part timers or work flexibly.
Pregnancy & Maternity	When a car park is refurbished ensure that wider parent and child bays are installed.
Race & Ethnicity	When looking into updating signage will ensure that new signs give instructions in variety of languages. Will continue to have signs only in English although wil use symbols wherever possible. To address this FM will ensure that managers are aware of the process so can inform their employees of the availability of the car parking scheme and when car parks are refurbished look at including different languages on signage.
<b>Stage 7 - Consultation and follow up data from actions set above</b>	
<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
Human Resources 26 October 2015 Unison - 05 November 2015 Legal Department – 29 February 2016 Finance Department – 29 February 2016 Occupational Health – 01 March 2016	Comments from consultees



**Stage 8 - Final impact analysis**

FM will address the issues identified and summarised in Stage 6 above.

**Stage 9 - Equality Impact Assessment Review Log**

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

**Stage 10 – Publication**

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

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**Report for:** Staffing & Remuneration Committee 7<sup>th</sup> June 2016

**Item number:** 8

**Title:** People Management Report, Q4, January to March 2016

**Report authorised by :** Jacquie McGeachie, Assistant Director Transformation & Corporate Resurces

**Lead Officer:** Carole Engwell, HR Quality Assurance Manager

**Ward(s) affected:**

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

1. **Describe the issue under consideration**  
The report provides the Committee with data regarding the workforce including non-employed workers, sickness absence and equalities data for the period January to March 2016.
2. **Cabinet Member Introduction**  
Not applicable
3. **Recommendations**  
The report is provided for information and for the Committee to note.
4. **Reason for decision**  
Not applicable. The report is for noting.
5. **Alternative options considered**  
Not applicable.
6. **Background information for Non-employed Workers**  
6.1 The number of consultants, interims and agency workers has reduced this quarter while the spend for consultants/interims has also reduced, that for agency workers has slightly increased. During the quarter, five consultants opted to reduce their weekly hours (by an average of one day per week) and this has reduced the projected annual costs.

A comparison of spend and contract numbers over the four quarters is as follows:

	Consultants and Interims		Agency Workers	
	Number	Spend (gross)	Number (fte)	Spend
<b>Q4</b> March 2016	52	£1,173,585	337	£1,447,952
<b>Q3</b> December 2015	55	£1,258,639	357	£1,414,088
<b>Q2</b> September 2015	64	£1,010,825	395	£1,695,694
<b>Q1</b> June 2015	60	£1,677,321	424.	£1,868,269

Details relating to the number of contracts, starters and leavers for Consultants / Interims over the last two quarters is as follows:

Details at the end of the Quarter	Q3		Q4	
Live contracts at end of quarter	55		52	↓
Number of leavers during the quarter	17		19	↑
Number of starters during the quarter	11		16 (*)	↔
Average length of service	13.6 months		14.9 months	↑

(\*) includes 5 existing contracts notified too late for inclusion in the Q3 report

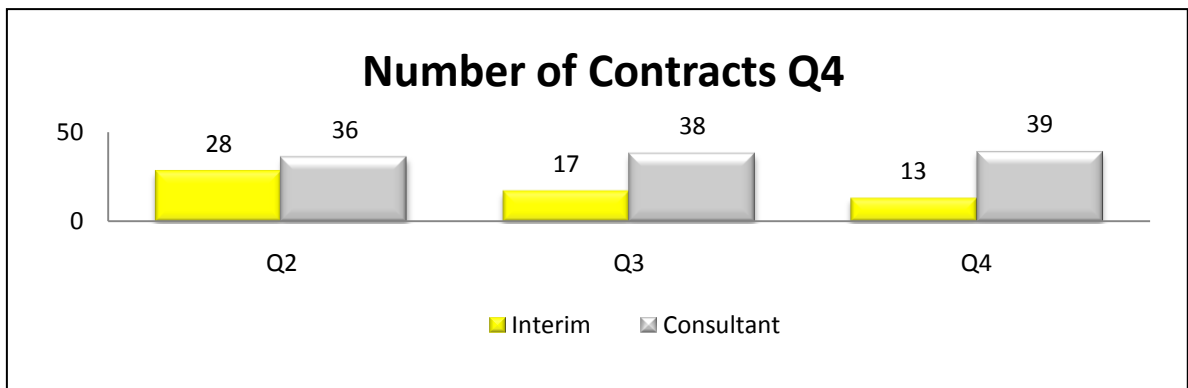
- 6.2 Although 16 consultants contracts are new this month, five of these contracts relate to consultants who started towards the end of the last quarter but the details were notified too later to be included in the Q3 report. There were eleven new starters, only one of these is an interim manager covering an established vacancy.

Although interviews for the post had been held in January no appointment was made and the post will be re-advertised.

6.3 The remaining new contracts are supernumerary, five are transformation projects assignments either in Housing or Adult Services, two are in Finance working on the procurement transformation project, one is working on a project related to commissioning adult services and one is in HR.

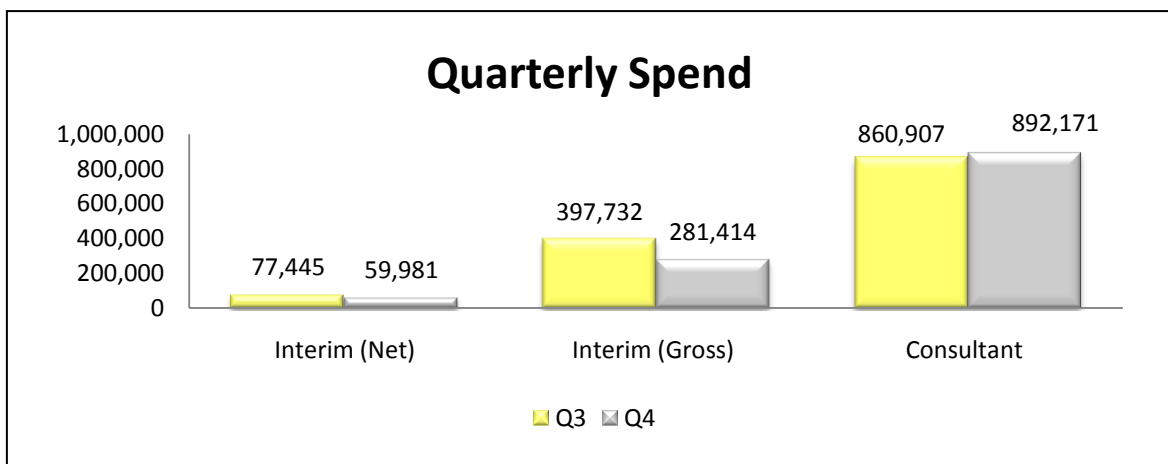
6.4 The new HR contract is for a supernumerary consultant was taken on to assist with the implementation of the exercise to TUPE into the Council the support staff who had previously been working in Homes for Haringey and the TUPE of staff to Homes for Haringey from Housing. The previous Head of HR in Homes for Haringey left before the transfer, so to ensure that it took place smoothly and with as little disruption to service delivery as possible, a temporary Head of Service was appointed and funded by Homes for Haringey. Plans are now in place to recruit to this post on a permanent basis.

6.5 The number of live contracts and the spend is as follows:



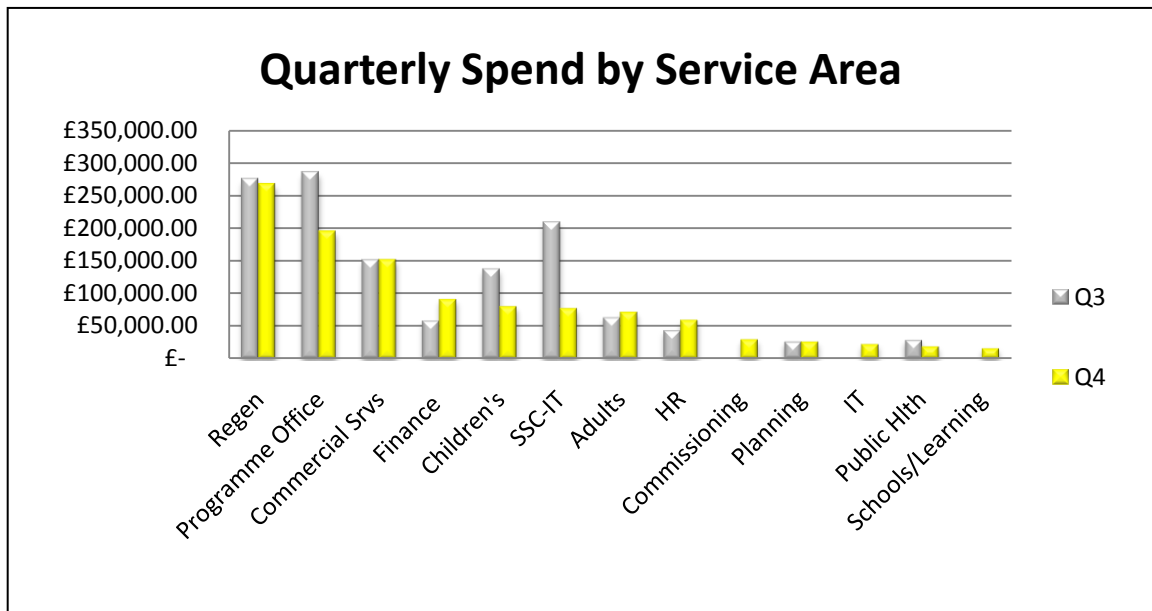
6.6 The number of Interim Managers contracted across the Council has continued to reduce. At the end of March 2015 there were 37 Interims contracted, at the end of March 2016 there were 13 a reduction of 24 posts over the year. However, as the transformation projects have begun to take effect and to become embedded, the number of consultants has risen by 8 posts over the same period.

Details of the quarterly spend broken down by net and gross spend on Interims is as follows:

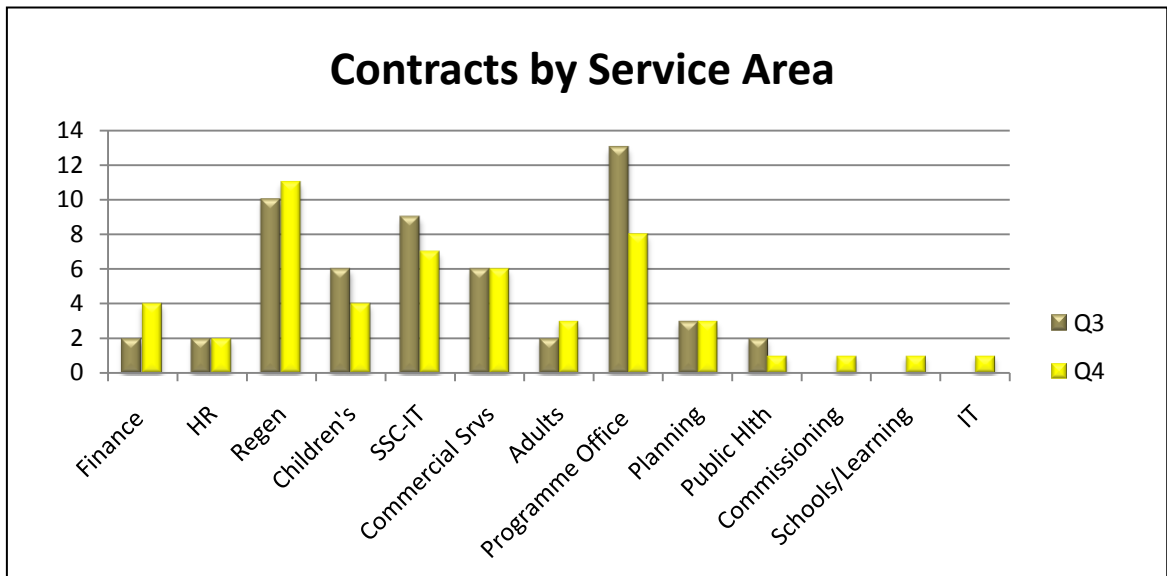


6.7 The consultants working on the main transformation projects (namely in housing, adult transformation and to a lesser extent business infrastructure) are mainly based in the Programme Office and this area along with Regeneration, continues to show the highest spend.

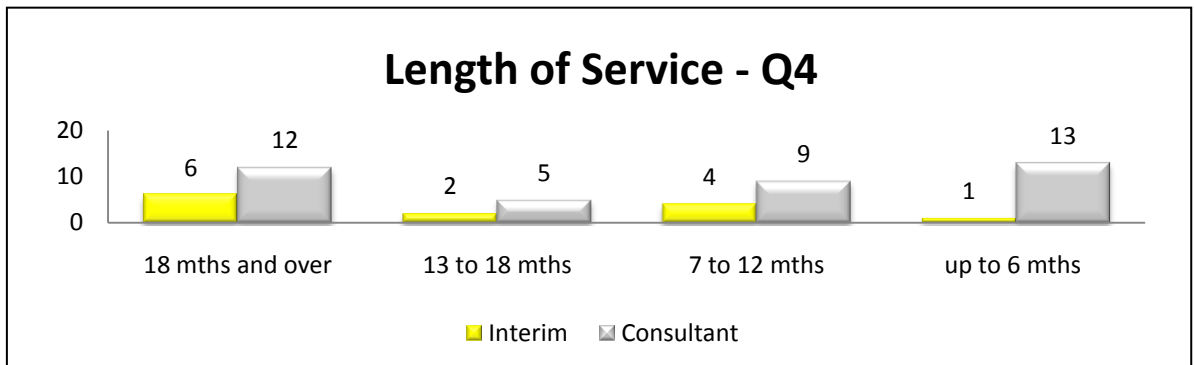
Details of the spend by service areas are as follows:



Service Area	Spend	Service Area	Spend
Regeneration	£ 266,960.00	HR	£ 59,600.00
Programme Office	£ 195,038.00	Commissioning	£ 30,000.00
Commercial Services	£ 151,700.00	Planning	£ 26,500.00
Finance	£ 91,239.00	IT	£ 22,600.00
Children's	£ 80,248.00	Public Health	£ 19,250.00
SSC – IT	£ 77,314.00	Schools/Learning	£ 16,150.00
Adults	£ 71,735.00	(blank)	



6.8 The average length of a contract is 14.9 months. The breakdown for the current quarter shown by Interims and Consultants is shown below. As is to be expected, those working on a longer term change project tend to have slightly longer contracts than those covering an established vacancy. As can be seen from the chart below, 14 contracts have been in place for 6 months or less, with 25 contracts in place for over 12 months.

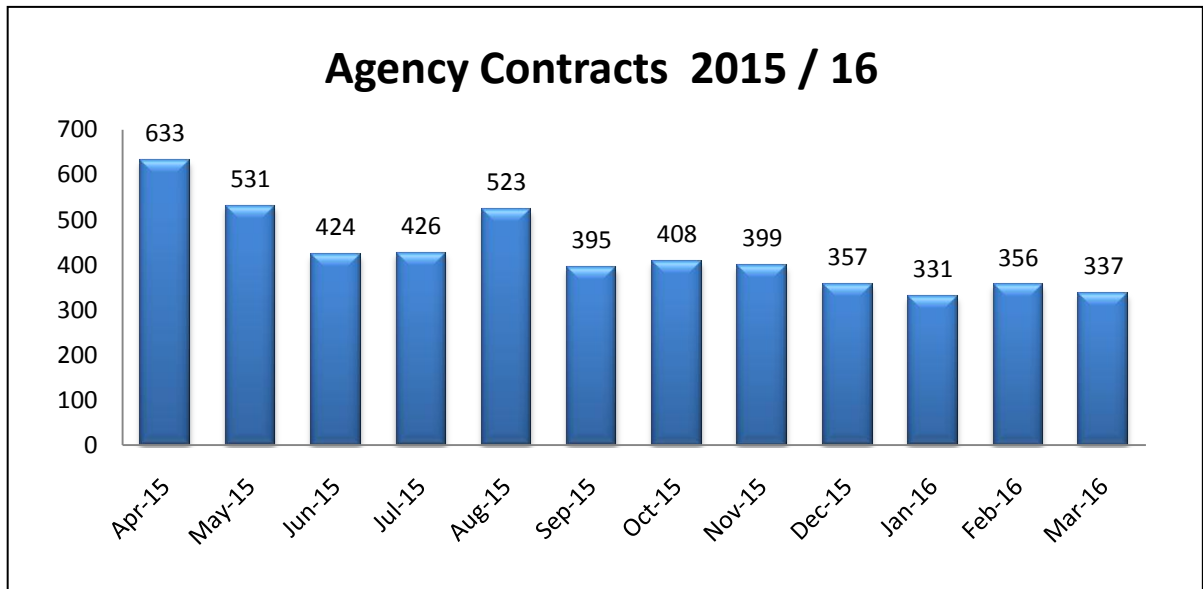


6.9 **Details of Agency Worker Contract and Spend**

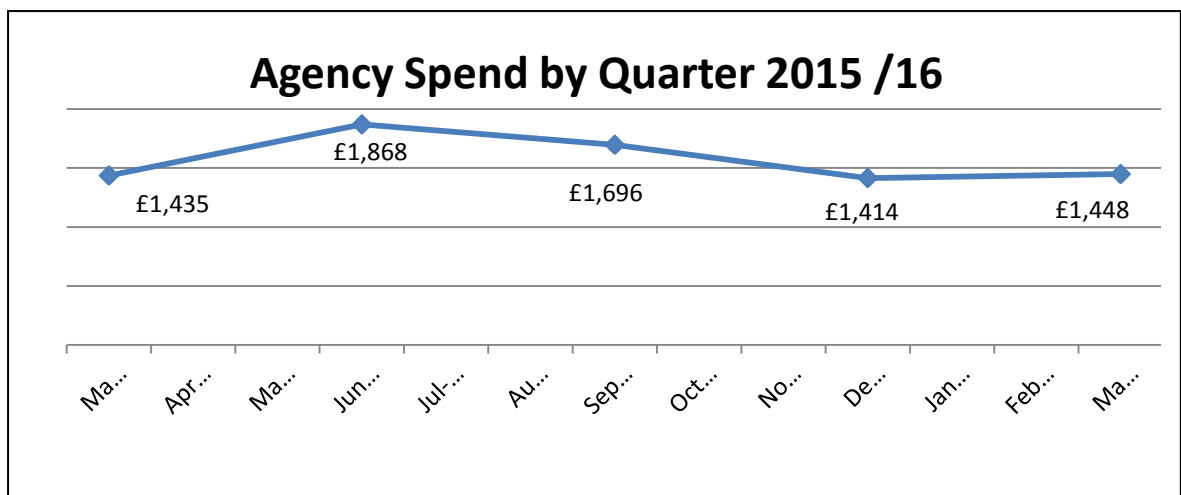
A summary of the spend and fte contracts over the quarter is as follows:

	January	February	March
Spend (£)	£1,334,984	£1,524,536	£1,447,952
FTE contracts	331	356	337

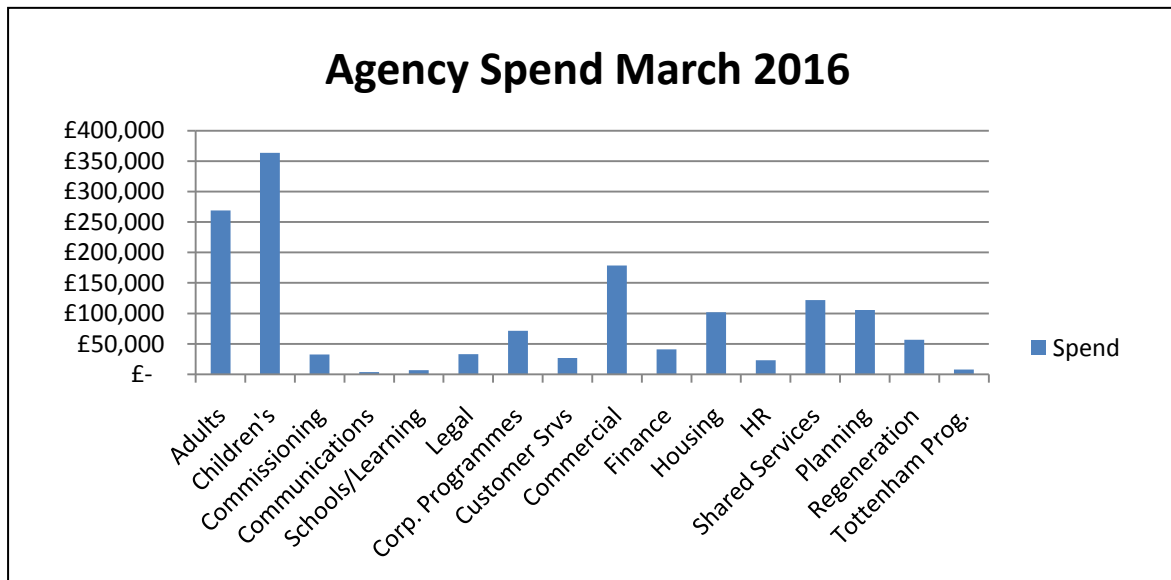
6.10 The number of contracts fluctuates when looked at over a relatively short time period, however when viewed over a twelve month period the reduction in contracts becomes more marked. In the twelve months to March 2016, the number of agency contracts reduced by 296.



6.11 However, the spend over the same period has barely moved at £1.4m per month. As detailed in the last report, the main reason for this is due to an increase in agency rates especially for social care staff.







AREA	SPEND	AREA	SPEND
Adults	26,871	Finance	£41,172
Childrens	£363,564	Housing	£101,667
Commissioning	£62,296	HR	23,052
Communications	£3,589	Shared Services	121,977
Schools/Learning	£6,715	Planning	105,404
Legal services	£33,028	Regeneration	£56,806
Corporate Progs	£71,72	Tottenham Prog.	£7,615
Commercial/Operations	£178,366		

At the last meeting the Committee asked for details regarding the high level of spend in Environmental Services (renamed as Commercial & Operations) . The Assistant Director for the area reports that in December 2015 eight eight agency staff were employed. There was a reliance on agency staff in difficult to recruit areas such as Highways Engineers and Civil Enforcement Officers. The Catering Service was also reliant on agency staff to ensure service delivery but this service is no longer provided in house and a reduction in both spend and agency contracts can be seen during the January – March period. Highways engineers are now recruited through our contractor Ring Way Jacobs. We have moved many CEOs to permanent employment contracts following a recruitment process but have experienced delays in obtaining DBS clearance.

## 6.12 Workforce Data

The workforce remains predominantly female with women making up 68% of the workforce. Women outnumber men in all grades including senior grades. The average age of a council employee is 47, this has been consistent for the past few years. 37% of the workforce are aged 45 – 54 with employees under the age of 24 making up only 1.5% of the workforce.

1,360 staff (52%) of staff are from a black, asian or minority ethnic (BAME) background, compared to 743 (28%) of white staff. The breakdown of ethnicity by grade is as follows:

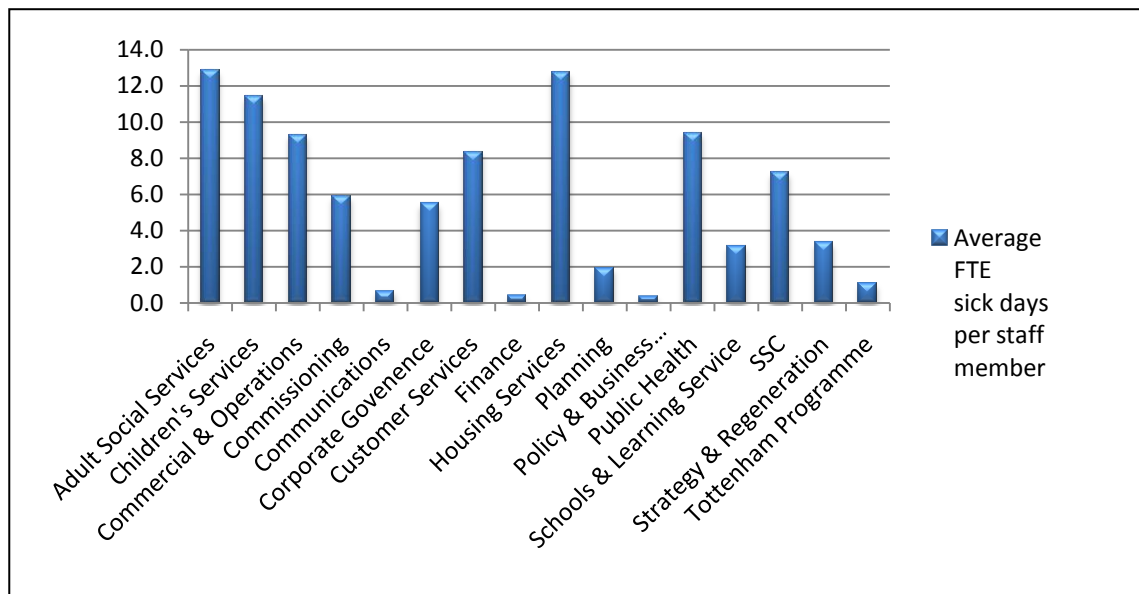
	Sc1-5	Sc6-SO1	PO1-3	PO4-7	PO8 +	Other grades
BAME	66%	56%	47%	41%	23%	44%
White	17%	21%	31%	38%	62%	35%

**6.13 Sickness Absence**

The average number of days absence per employee was 8.7 at the end of March 2016 , an increase over the average 8.3 days at the end of Dececeber. The council’s target is 6 days absence per employee in a rolling twelve month period.

55% of all absence at the end of March 2016 was classified as long term (20 days or more) a reduction of 3% during the last three months. The average cost of absence over the twelve months to February 2016 was £1,973,043.

**6.14** At the last meeting, the Committee requested details of the average number of fte sickness days by individual service areas. The information for the twelve months to the end of March 2016 is as follows:



The three largest service areas within the council are Adult Services, Children’s Services and Commercial and Operations and this corresponds with the highest number of sickness days recorded during the January – March period.

**7 Contribution to strategic outcomes**

7.1 The use of non-employed staff across the 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 undergoing restructuring will require this flexibility to continue. Consultants and and Interim Managers bring with them a different skill set that have not previously been required in the workforce. These skills are being transferred to employees as the contracts progress.

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

8.1 The Assistant Director for Corporate Governance notes the contents of this report, and appendices 1 and 2. He comments; there appears to be 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**

Appendix 1 Consultant and Interim Spreadsheet

Appendix 2 Equalities Scorecard Q4

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

Not applicable.

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**ESTABLISHED POSTS: Q4 January to March 2016**

Contract Status	Service Area	Assistant 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	Daily Rate	Spend for full yr rate x 200	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not)
Established	Children's Services	Neelam Bhardwaja	Child Protection Chair	50003749	05/06/2014	30/03/2015	9	7	Rolling recruitment campaign so far unsuccessful		£ 10,013	£ 364.00	£ 72,800	£ 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
Established	Children's Services	Neelam Bhardwaja	Independent Reviewing Officer	50003748	10/11/2014	20/05/2016	18	4		Refused offer of permanent post in December, recruitment to begin again	£ 3,841	£ 301.21	£ 60,242	£ 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
Established	Commercial Services	Stephen McDonnell	Neighbourhood Action Manager	50190268	13/07/15	30/04/16	9	2		New appointment made, due to begin in May	£ 43,204	£ 598.00	£ 119,600	£ 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
Established	Commercial Services	Stephen McDonnell	Sustainable Transport Manager	50190266	29/09/2014	08/04/2016	18	2	N/a	Future of the post is dependent on the outcome of the review of Highways & Street Lighting	£ 14,804	£ 456.00	£ 91,200	£ 76,396	To manage the Transport Plan	1)Sustainable Transport Plan 2)Managing Highways & Engineers	Met
Established	Finance	Neville Murton	Interim Head of Procurement (0.9)	50004609	10/06/2015	01/07/2016	12	3		Area subject to review, to be advertised following completion	£ 18,538	£ 677.36	£ 121,925	£ 103,387	Cover required 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
Established	Finance	Neville Murton	Project Manager Finance (0.9)	50188911	28/01/2015	01/07/2016	17	2		Once the current project has ended we will advertise the role at a lower cost	£ 20,899	£ 495.73	£ 89,231	£ 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
Established	HR	Jacqie McGeachie	HR Business Partner	50230592	01/03/16	30/06/16	3	New	1st round interviews held, 2nd round pending	Candidate selected from advert withdrew; 2nd trawl going ahead	£ 31,804	£ 532.00	£ 106,400	£ 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	
Established	IT	Priya Javari (Kamla)	Technical Project Manager	50065175	28/01/16	01/09/16	7	new		No appointment made following interviews in January. Recruitment to be re-run in Spring/Summer	£ 32,219	£ 452.00	£ 90,400	£ 58,181	To support the Libraries Transformation Programme and the Manage Print Project	1)Ensure that the Library and Customer Transformation programme delivers the key deliverables for the public network PCs. 2) Ensure the closure of the MPS procurement and Proof of Concept. 3) To manage interim options and solutions for printers till a new procurement commences.	
Established	Schools/Learning	Neelam Bhardwaja	Independent Reviewing Officer	50003748	27/10/2014	20/05/2016	18	2		Refused offer of permanent post in December, recruitment to begin again	£ 877	£ 323.00	£ 64,600	£ 63,723.00	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
Established	SSC-IT	Mark Rudd	Infrastructure Engineer (Citrix specialist)	50107068	15/10/2012	29/04/2016	42	11	10/07/15	Recruitment in planning stage	£ 22,155	£ 420.00	£ 84,000	£ 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
Established	SSC-IT	Mark Rudd	TDA (Sharepoint Specialist)	50097896	07/11/2013	29/04/2016	29	7	10/07/15	Recruitment in planning stage	£ 13,453	£ 407.00	£ 81,400	£ 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
Established	SSC-IT	Glenn Mason	Web developer	50107032	03/02/15	30/06/16	16	5		Recruitment on hold pending partnering decisions (Camden / Islington)	£ 3,217	£ 269.29	£ 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
Established	SSC-IT	Mark Rudd	Technical Specialist/Architect	50107074	15/10/2012	30/04/2016	42	10	10/07/15	Recruitment in planning stage	£ 24,902	£ 450.00	£ 90,000	£ 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



**SUPERNUMERARY POSTS: Q4 January to March 2016**

Contract status	Service Area	Assistant Director	Job title	Start date	End Date	Contract length (Months)	Number of contract Extensions	Daily rate Sept onwards	sept daily rate x 200	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)
Additional support	Adults	Beverley Tarka	Service Manager (Commissioning) (0.8)	19/08/2013	19/05/2016	33		£ 515.21	£ 82,433.00	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
Additional support	Adults	Zina Etheridge	Programme Manager (0.75)	15/10/15	03/06/16	7	1	£ 760.73	£ 114,109.50	<b>Information requested</b>		
Transformation	Adults	John Everson	Business analyst	13/01/2016	30/06/2016	5	New	£ 452.00	£ 90,400.00	Business Analyst on P2 programme undertaking design work on IAT and Front door	1) Move IAT to Adults from CS, 2) Complete benchmarking and as is modelling on IAT,	
Additional	Children's Services	Jon Abbey	Children's Services Transformation	01/10/14	30/05/16	19	New report	£ 791.00	£ 158,200.00	Appointed as an independent evaluator to lead quarterly reviews of CYPs (early help and social care). The first review was done in December '14 and the work will continue for approximately 18 months.	email sent to James Page asking for outcomes and end date (11/4)	
Additional support	Children's Services	Jon Abbey	Project Manager (50 day time limited: 0.8 fte))	23/10/15	31/05/16	7	New	£ 595.00	£ 29,750.00	The tasks originally requested in the original timeframe have been completed. His role has been extended to scrutinise the deliverability of MTFs savings across the Priority 1, this will deliver a forensic understanding of budgets based on detailed modelling as well as a co-ordinated approach to delivery of services	1) Provide analysis and modelling of critical areas on MTFsto accelerate ability to act quickly on findings relating to savings 2) Provide a clear financial model 3)Work with the leadership team to focus actions where needed	Met
Additional support	Commercial Services	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/2011	30/09/2016	62	u/k	£ 275.00	£ 55,000.00	Provides specialist advice and support for software (Confirm), building asset database, IT solution for NAT and training team.Mobilisation of Highways contract and mobile working support.	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
Additional support	Commercial Services	Stephen McDonnell	Integrated Offender Management Offender Strategic Lead	02/09/2013	30/05/2016	32	permanent appointment made wef June 16	£ 435.00	£ 87,000.00	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 a management through IOM 3)Continue to deliver MOPAC 7 objectives in line with funding arrangements	Met
Additional support	Commercial Services	Stephen McDonnell	Programme Manager	22/04/15	30/09/16	17	4	£ 750.00	£ 150,000.00	Overseeing Priority 3	1)Set up P3 Programme Board 2)Review governance arrangements	Met
Additional support	Commercial Services	Stephen McDonnell	Project Manager	02/06/15	30/10/16	16	3	£ 520.00	£ 104,000.00	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
Supernumerary	Commissioning	Charlotte Pomery	Interim brokerage manager	09/10/15	08/07/16	8	New report	£ 600.00	£ 120,000.00	To deliver the pilot Brokerage and Finance function, whilst the permanent structure is determined and agreed. To support delivery of the P1 and P2 savings targets across commissioned services.	1. Reduce backlog of invoices; 2. Set in place systems and processes to ensure finance function works efficiently; 3. Establish permanent structure	1. Fully; 2. Partially; 3. Partially
Supernumerary	Finance	Neville Murton	Procurement Project Manager (0.8)	03/02/16	30/04/16	2	New	£ 560.00	£ 89,600.00	Outline business case and TOM for Procurement transformation agreed by SLT in February.	1) To set up and embed the new Procurement structure 2) To implement and imbed the new technologies identified in the OBC ??? 3) To manage the consultation process for staff and trade union 4) To track and deliver the efficiencies from the OBC	
Supernumerary	Finance	Neville Murton	Procurement Project Manager (0.6)	02/03/16	22/05/16	2	New	£ 535.00	£ 64,200.00	Outline business case and TOM for Procurement transformation agreed by SLT in February.	1) To set up and embed the new Procurement structure 2) To implement and imbed the new technologies identified in the OBC ??? 3) To manage the consultation process for staff and trade union 4) To track and deliver the efficiencies from the OBC	
Supernumerary	HR	Jacque McGeachie	Senior Business Partner (HHF)	06/01/16	30/06/16	5	new	£ 660.00	£ 132,000.00	To project manage the transfer into the council of the 17 employees from Homes for Haringey. The role will be required to manage the team in the short term, to review job profiles and to make a decision regarding which posts are to be placed in the SSC or in other areas.	1) Conduct a review of the work of the incoming HHF people management service 2) Lead the HHF people management service in the short term 3) Build effective client relationships to ensure that the level of service provision is maintained	
Additional support	Planning	Stephen Kelly	Head of Strategic Planning, Transport & Infrastructure	20/10/14	30/05/16	19			£ -	NO INFO PROVIDED AT Q2		
Additional support	Planning	Stephen Kelly	Building Control Surveyor	04/11/14	30/05/16	18	2	£ 284.00	£ 56,800.00	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
Additional support	Planning	Stephen Kelly	Structural Engineer	12/01/15	30/05/16	16		£ 246.00	£ 49,200.00	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
Transformation	Programme Office	Andy Briggs	Senior business analyst	16/03/2015	31/08/2016	17	17	£ 502.00	£ 100,400.00	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
Transformation	Programme Office	Andy Briggs	Business Analyst	06/01/2016	30/06/2016	5	New	£ 452.00	£ 90,400.00			
Transformation	Programme Office	Beverley Tarka	Business Analyst Adult Social Care Transformation (since 11/2/16)	10/08/15	11/08/16	12	02/01/00	£ 431.00	£ 86,200.00	A Business Analyst with experience and expertise required to support the delivery of a complex range of work in relation to the ASC Transformation Programme's 'Cross Cutting' Workstream so the benefits from this can be realised as soon as possible	1) Supporting the development of the ASC Target Operating Model 2) Supporting the establishment of the ASC Transformation Programme's 'Cross Cutting' Workstream 3) Helping to establish and support the 'day to day' delivery of the Programme's Workstream,	In this post since Feb only
Transformation	Programme Office	Andy Briggs	Programme Delivery Manager	20/01/2015	31/08/2016	19	0	£ 552.00	£ 110,400.00	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	
Transformation	Programme Office	Andy Briggs	Training Manager	27/07/15	29/04/16	9	8	£ 508.00	£ 101,600.00	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 trainin 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	
Transformation	Programme Office	Mark Rudd	Business Analyst trans to Sarah Barter (Brokerage)21/3)	26/10/15	30/06/16	8	New	£ 411.76	£ 82,352.00	Design phase of the Shared Business Support project to be completed by 31.3.16. One of 6 key roles focusing on capturing detailed business requirements from services to inform the operating model. Shortened timescales for capturing data have led to 6 BA temp posts being required.	1. Business requirements workshops. 2. Activity analysis 3. Business process re-engineering requirements	Partial
Transformation	Programme Office	Andy Briggs	Change Manager	14/01/16	08/06/16	4	New	£ 536.00	£ 107,200.00	Contract is to cover pending the completion of internal recruitment. The shared business support project requires change management expertise to ensure effective engagement with staff and service during the initial stages	1) Staff prepared for change & transition to the new working arrangements 2) Training needs analysis 3) Develop and conduct a staff training programme	
Transformation	Programme Office	Andy Briggs	Financial Systems Trainer	14/12/15	05/07/16	6	New report	£ 508.00	£ 101,600.00	Budget forecasting & planning is hoping to deliver £576k of benefits (cumulative) – the success of this requires adoption of the technology which will be supported through the delivery of high quality training in this new technology. The TechOne solution requires 300+ budget holders to receive training, there is a short timescale to develop the training resources and a highly skilled trainer is needed.		Met

**SUPERNUMERARY POSTS: Q4 January to March 2016**

Additional support	Public Health	Jeanelle de Gruchy	Domestic Violence Strategic Manager	02/06/2014	15/04/2016	22	4	£ 385.00	£ 77,000.00	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	
Additional support	Regen	Dan Hawthorn	Innovation Hub Officer (0.4)	21/09/15	26/08/16	11		£ 374.00	£ 29,920.00	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.	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	Met
Additional support	Regen	Dan Hawthorn	Implementation Manager (0.7)	10/08/15	29/04/16	8	1	£ 611.69	£ 85,540.00	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
Additional support	Regen	Dan Hawthorn	Housing transformation Development Manager (0.4)	02/12/15	20/05/16	5	New report	£ 471.00	£ 37,680.00	To manage the consultant team and work with key stakeholders to commission and develop the programme for Haringey Estates to include capacity studies, options assessments and viability studies.	email sent to Jim McKinnon 11/1 asking for details	
Transformation	Regen	Dan Hawthorn	Project Adviser – Development Vehicle	12/09/2015	31/12/2016	15	2	£ 870.00	£ 174,000.00	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	
Transformation	Regen	Dan Hawthorn	Housing transformation Development Manager	27/11/14	30/09/16	22		£ 562.50	£ 112,500.00	To manage phase 1 of the council's manifesto commitment to building new homes. This involves 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 contactors 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	
Transformation	Regen	Catherine Illingworth	Project manager	30/03/16	30/06/16	3	New	£ 470.00	£ 94,000.00	<b>Info requested by 11/4</b>		
Additional support	Regen	Dan Hawthorn	Housing Transformation Project Manager	30/07/15	29/04/16	7	3	£ 472.00	£ 94,400	To embed the priority boards and reporting frameworks for Priority 4&5 and to undertake the transformation review of the strategic 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	Regen	Dan Hawthorn	Head of Regeneration	01/12/15	30/04/16	4	New report	£ 800.00	£ 160,000.00	1) Establish stand alone Regeneration function (currently part of Housing team) 2) Wood Green AAP approved by Cabinet 3) GLA funding requirements for Station Rd	Urgent senior capacity required for Wood Green regeneration programme	Urgent senior capacity required for Wood Green regeneration programme
Transformation	Regen	Tim Carr	Housing Transformation Programme Manager	21/03/16	21/09/16	6	New	£ 590.00	£ 118,000.00	P2 Adult Services Transformation Programme	. Completing project briefs/ resource, benefits, plans . Establishing Project Benefits toward Programme efficiency targets . Operational process modelling (AS-IS)	Partially
Transformation	Regen	Tim Carr	Housing Transformation Project manager (0.7)	10/03/2016	05/06/2016	2	New	£ 510.00	£ 71,400.00	P2 Adult Services Transformation Programme	. Completing project briefs/ resource, benefits, plans . Establishing Project Benefits toward Programme efficiency targets . Operational process modelling (AS-IS)	Partially
Additional support	SSC-IT	Mark Rudd	Exchange Specialist - Evergreening	20/08/2013	27/05/2016	33	8	£ 396.00	£ 79,200.00	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
Additional support	SSC-IT	Mark Rudd	Infrastructure Engineer	30/01/14	30/04/16	27	5	£ 387.00	£ 77,400.00	The role is providing additional capacity, in supporting Technical Project Manager.	1)Support for Evergreening project; 2)Support for energy efficiency programme	Met
Transformation	SSC-IT	Mark Rudd	Senior Project Manager (0.9)	01/08/2014	01/07/2016	23		£ 580.00	£ 104,400.00	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.	
Additional support	Tottenham Regen	Helen Fisher	CPO Project Manager	03/12/15	31/05/16	5	New report	£ 452.00	£ 90,400.00	Cover whilst Area Regeneration Manager is on agreed sabbatical	1. Act as the key point of contact to progress the CPO 2. Ensure all required documentation and approvals are in place 3. Project management of all relevant stages of the CPO	

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**Equality Scorecard Qtr 4**  
 Period : January 2016 to March 2016

**Data as at 31/03/2016**

Profile by Services	Chief Operating		Corporate Governance Policy & Business		Deputy Chief Executive		Regeneration, Planning & Development		Haringey March 2016		Haringey December 2015		Targets
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	
Headcount	1190		115		1125		183		2613		2597		
Full-time equivalent (FTE)	1062.1		110.4		1008.4		155.9		2336.8		2301.1		
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	
Top 5% of earners - Female	22	46.8	4	40.0	33	66.0	10	41.7	69	52.3	77	57.9	50.0
Top 5% of earners - BAME	8	17.0	3	30.0	13	26.0	1	4.2	25	18.9	27	20.3	22.0
Top 5% of earners - Disability	1	2.1	1	10.0	0	0.0	0	0.0	2	1.5	3	2.3	3.7
Age 16 to 24	18	1.5	2	1.7	15	1.3	3	1.6	38	1.5	36	1.4	
Age 25 to 34	129	10.8	31	27.0	173	15.4	20	10.9	353	13.5	339	13.1	
Age 35 to 44	288	24.2	25	21.7	253	22.5	59	32.2	625	23.9	612	23.6	
Age 45 to 54	472	39.7	35	30.4	394	35.0	65	35.5	966	37.0	967	37.2	
Age 55 to 64	256	21.5	20	17.4	270	24.0	33	18.0	579	22.2	588	22.6	
Age 65 and over	27	2.3	2	1.7	20	1.8	3	1.6	52	2.0	55	2.1	
Average Age	47		44		46		45		47		47		
Disability	111	9.3	10	8.7	126	11.2	9	4.9	256	9.8	263	10.1	
BAME	648	54.5	47	40.9	592	52.6	73	39.9	1360	52.0	1356	52.2	
White Minorities	189	15.9	16	13.9	178	15.8	41	22.4	424	16.2	426	16.4	
White	307	25.8	49	42.6	318	28.3	67	36.6	741	28.4	746	28.7	
Not declared	46	3.9	3	2.6	37	3.3	2	1.1	88	3.4	69	2.7	
Female	705	59.2	74	64.3	851	75.6	113	61.7	1743	66.7	1766	68.0	
Male	485	40.8	41	35.7	274	24.4	70	38.3	870	33.3	831	32.0	
Part-time	282	23.7	15	13.0	279	24.8	46	25.1	622	23.8	669	25.8	

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 nationalities - 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 count	%
Age 16 to 24	11	1.6	7	1.3	7	1.1	2	0.5	0	0.0	11	4.7	38	1.5
Age 25 to 34	89	12.7	78	15.0	96	15.0	45	12.1	9	6.2	36	15.4	353	13.5
Age 35 to 44	145	20.7	106	20.3	183	28.5	102	27.4	38	26.0	53	22.6	627	24.0
Age 45 to 54	239	34.1	215	41.3	230	35.8	142	38.2	63	43.2	78	33.3	967	37.0
Age 55 to 64	193	27.5	104	20.0	118	18.4	77	20.7	33	22.6	54	23.1	579	22.1
Age 65 and over	24	3.4	11	2.1	8	1.2	4	1.1	3	2.1	2	0.9	52	2.0
<b>Total</b>	<b>701</b>	<b>100.0</b>	<b>521</b>	<b>100</b>	<b>642</b>	<b>100</b>	<b>372</b>	<b>100</b>	<b>146</b>	<b>100</b>	<b>234</b>	<b>100</b>	<b>2616</b>	<b>100</b>
Disability	89	12.7	56	10.7	69	10.7	19	5.1	5	3.4	18	7.7	256	9.8
BAME	461	65.8	310	59.5	301	46.9	152	40.9	34	23.3	102	43.6	1360	52.0
White Minorities	88	12.6	85	16.3	131	20.4	71	19.1	19	13.0	31	13.2	425	16.2
White	118	16.8	112	21.5	196	30.5	143	38.4	90	61.6	84	35.9	743	28.4
Not declared	34	4.9	14	2.7	14	2.2	6	1.6	3	2.1	17	7.3	88	3.4
Female	425	60.6	408	78.3	440	68.5	211	56.7	80	54.8	181	77.4	1745	66.7
Male	276	39.4	113	21.7	202	31.5	161	43.3	66	45.2	53	22.6	871	33.3
Part-time	309	44.1	120	23.0	118	18.4	25	6.7	5	3.4	46	19.7	623	23.8

Period Apr-2015 - Mar 2016 % of that group	Recruitment & Retention						Promotions		Performance		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 count	%	Head count	%
Age 16 to 24	323	12.2	29	9.6	10	2.2					4	0.8	0	0.0	0	0.0
Age 25 to 34	988	37.2	89	29.4	81	17.5					59	11.1	4	16.0	6	13.3
Age 35 to 44	629	23.7	81	26.7	109	23.6					110	20.8	4	16.0	12	26.7
Age 45 to 54	519	19.5	72	23.8	121	26.2					206	38.9	9	36.0	13	28.9
Age 55 to 64	192	7.2	31	10.2	116	25.1					137	25.8	8	32.0	14	31.1
Age 65 and over	5	0.2	1	0.3	25	5.4					14	2.6	0	0.0	0	0.0
												0.0				
Disability	0	0.0	10	3.3	44	9.5					52	9.8	5	20.0	6	13.3
												0.0				
BAME	1536	57.8	137	45.2	241	52.2					293	55.3	14	56.0	28	62.2
White Minorities	378	14.2	32	10.6	57	12.3					71	13.4	7	28	9	20.0
White	740	27.9	91	30.0	150	32.5					140	26.4	3	12	7	15.6
Not declared	2	0.1	43	14.2	14	3.0					26	4.9	1	4	1	2.2
												0.0		0.0		0.0
Female	1709	64.3	192	63.4	304	65.8					396	74.7	13	52.0	17	37.8
Male	947	35.7	111	36.6	158	34.2					134	25.3	12	48.0	28	62.2

\* 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	9	1.9	0	0.0	0	0.0	1	0.2	0	0.0	0	0.0
Age 25 to 34	60	13.0	13	2.8	0	0.0	3	0.6	2	0.4	3	0.6
Age 35 to 44	72	15.6	17	3.7	0	0.0	4	0.9	1	0.2	15	3.2
Age 45 to 54	45	9.7	46	10.0	0	0.0	0	0.0	1	0.2	29	6.3
Age 55 to 64	19	4.1	47	10.2	8	1.7	5	1.1	4	0.9	33	7.1
Age 65 and over	5	1.1	9	1.9	6	1.3	0	0.0	0	0.0	5	1.1
<b>Disability</b>												
	19	4.1	15	3.2	1	0.2		0.0	2	0.4	7	1.5
<b>BAME</b>												
	90	19.5	73	15.8	6	1.3	3	0.6	4	1	65	14.1
<b>White Minorities</b>												
	29	6.3	17	3.7	3	0.6	2	0.4	1	0	5	1.1
<b>White</b>												
	84	18.2	39	8.4	5	1.1	6	1.3	2	0	14	3.0
<b>Not declared</b>												
	7	1.5	3	0.6	0	0.0	2	0.4	1	0	1	0.2
<b>Female</b>												
	131	28.4	97	21.0	9	1.9	8	1.7	3	0.6	56	12.1
<b>Male</b>												
	79	17.1	35	7.6	5	1.1	5	1.1	5	1.1	29	6.3
<b>Maternity</b>												

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	No.	% of all staff	% of recorded	Religion/ Belief	No.	% of all staff	% of recorded
Bi-Sexual	10	0.4	1.2	Hindu	19	0.7	2.2
Gay Man	12	0.5	1.4	Jewish	8	0.3	0.9
Heterosexual	611	23.4	70.7	Muslim	63	2.4	7.3
Lesbian	6	0.2	0.7	None	176	6.7	20.3
Prefer not to say	225	8.6	26.0	Other ...	26	1.0	3.0
Total recorded	864	33.1	100.0	Prefer not to say	189	7.2	21.8
				Not Recorded	1751	67.0	202.4

**Report for:** Staffing & Remuneration Committee, 7<sup>th</sup> June 2016

**Item number:** 9

**Title:** Inclusion and Diversity Action Plan, Progress Review

**Report authorised by :** Jacquie McGeachie, Assistant Director Transformation & Corporate Resources

**Lead Officer:** Carole Engwell, HR Quality Assurance Manager

**Ward(s) affected:**

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

**1 Describe the issue under consideration**

The report provides the Committee with details of the key themes that the Equalities Steering Group have set as targets for the period until 31 March 2017.

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

To note the report.

**4 Reason for decision**

Not applicable.

**5 Alternative options considered**

Not applicable.

**6 Background information**

6.1 Following the receipt of the final report from ENEI in September 2015, an Equalities Steering Group was set up to oversee the co-ordination and implementation of the Action Plan. The group comprises staff from HR, the Policy & Business Management team, Communications, representatives from the trade unions, and the project sponsor (the Director of Public Health).

6.2 The group has met twice this year and has focussed on scoping the work to be carried out for the period June 2016 until March 2017. An update was provided to the Corporate Management Group (a group of managers at Heads of Service

level) in January to brief them on the project and on the activities to be carried out during the year.

The activities identified have been grouped into the following themes:

- 1 Everyone Included
- 2 Proud of our diversity
- 3 Managers leading from the front
- 4 Equality Act
- 5 Building blocks

6.3 The activities planned as part of each theme are inclusive and all employees will be able to take actively participate in at least one of them. The activities will be spread across the year which will keep the broad theme of diversity and inclusion at the forefront of people's agenda. The progress against each of the themes will be reported to the Committee in a highlight report, a copy of the first report is attached for information at Appendix 1.

6.4 As part of Theme 2, a project has begun to look at the feasibility of the council developing closer links with two main equality groups. For example, working towards recognition as a "Disability Confident" employer, or as an employer on the Stonewall Workforce Equality Index. Successful achievement of recognition by the groups would make it clear to both existing and prospective employees that Haringey is an employer committed to ensuring equality at work. The groups would be able to provide training material and support during the life of the project. The council's website and recruitment material would make it clear of our commitment to diversity and inclusion for the whole workforce.

6.5 The Equalities Scorecard was one of the key pieces of information that informed the main report provided by ENEI, It is proposed that the Scorecard will be included as part of the regular Equalities Report from the next meeting of the Committee. The Scorecard is currently provided as part of the regular People Management report.

## 7 **Contribution to strategic outcomes**

7.1 The review of diversity and inclusion across the council was an initiative which came from the Staffing & Remuneration Committee in September 2014. The review was to look at how the council was performing against the Public Sector Duty Equality Duty and compliance to the 2010 Equality Act.

7.2 The project is one strand of Priority Two (empowering all adults to live healthy, long and fulfilling lives) and has the Director of Public Health as the project sponsor.

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

The Assistant Director for Corporate Governance notes the contents of this report, and appendix 1. He comments; The initiative facilitates the continued obligations of the Council pursuant to provisions within the Equalities Act 2010, Regulations and Guidance. Accordingly the initiative set out within the report reduces the risk of legal implications.

This report provides an update on activity that is being carried out within current resources. There are no further financial implications arising.

**9 Use of Appendices**

Appendix 1: Highlight Report Q4 & Q1

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

Not applicable.

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# Diversity and Inclusion Highlight Report

June 2016 - March 2017

Theme	Activity	Owner	Completion Date	RAG	Progress
Theme 1: Everyone included	Establish a focus group to: <ul style="list-style-type: none"> <li>• Explore specific issues from the audit;</li> <li>• Co-produce solutions;</li> <li>• Be a link back to other staff and represent their views.</li> </ul>	AD Transformation and Resources (Interim)	First meeting by end of June 2016	Green	
Theme 1: Everyone included	Celebrate religious festivals: <ul style="list-style-type: none"> <li>• Develop a calendar of activities that provides space to celebrate</li> </ul>	Comms	Start in Sept - ongoing activity	Green	
Theme 2: Proud of our diversity	Apply for Stonewall Workforce Equality Index accreditation to assess achievements and progress on LGBT equality in the workplace <ul style="list-style-type: none"> <li>• Create WEI steering group</li> <li>• Identify leads</li> <li>• Set up WEI 2017 launch event</li> </ul>	Director of Public Health	Mar-17	Green	
Theme 2: Proud of our diversity	Apply for Disability Confident accreditation to encourage the attraction, recruitment and retention of disabled people: <ul style="list-style-type: none"> <li>• to improve the knowledge of employees about disability;</li> <li>• Promote equality of opportunity between disabled people and other people through awareness raising comms activities;</li> <li>• Review Recruitment and internship opportunities adverts to ensure that they are advertised in a variety of ways to attract and encourage diverse applications;</li> <li>• Review image stock to ensure images positively reflect disabled people.</li> </ul>	Recruitment, HR and Comms	Feb-17	Green	AD Transformation and Resources (Interim) is meeting with representatives from Disability Confident in June 2016 to discuss the implementation of the scheme.

# Diversity and Inclusion Highlight Report

June 2016 - March 2017

Theme	Activity	Owner	Completion Date	RAG	Progress
Theme 2: <b>Proud of our diversity</b>	Strengthen our diversity and inclusion messages in recruitment campaigns and induction programme.	HR SSC (recruitment) Internal Communication Team			
Theme 3: <b>Manager's leading from the front</b>	Diversity and Inclusion development for all managers covering: <ul style="list-style-type: none"> <li>• Unconscious bias</li> <li>• Building confidence to talk about diversity and inclusion issues</li> </ul>	Workforce Plan Team (Haringey Academy)			
Theme 3: <b>Manager's leading from the front</b>	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.	HR with Tier 3 Management Group			To be completed as part of wider unconscious bias training
Theme 3: <b>Manager's leading from the front</b>	Complete equality analysis on the implementation of the Tier 3 review.	HR (Reward Team)	Completed	Completed	
Theme 3: <b>Manager's leading from the front</b>	Add questions to the new e-recruitment system to alert managers to stereotyping and unconscious bias	HR SSC (recruitment)	Apr-16	Red	The implementation of the new e-recruitment system has slipped.
Theme 4: <b>Equality Act</b>	Accountability for Diversity and Inclusion for Senior Managers in their job descriptions.	HR (Reward Team)	Completed	Completed	A generic statement is added to Senior Manager role profiles
Theme 4: <b>Equality Act</b>	Briefing session with Senior Managers to they fully understand their accountability and contribution.	Workforce Plan Team	End of July 2016	Green	

# Diversity and Inclusion Highlight Report

June 2016 - March 2017

Theme	Activity	Owner	Completion Date	RAG	Progress
Theme 4: <b>Equality Act</b>	Up skill employees who are involved in completing EQIAs by providing opportunities to: <ul style="list-style-type: none"> <li>• Share learning;</li> <li>• Learn how to source and use data'</li> <li>• Understanding identifying mitigations and minimising adverse impact;</li> <li>• Staff understand the importance of cumulative analysis and how to do this.</li> <li>• Understanding effective monitoring.</li> </ul>	Policy & Business Management team	End of August 2016		
Theme 4: <b>Equality Act</b>	Update legislative equality references in documents and policies where required.	HR and Policy & Business Management team	End of Oct 2016		
Theme 4: <b>Equality Act</b>	Customer Service Transformation page - Consider including service related equality monitoring Data review.				Customer Services review is currently underway.
Theme 4: <b>Equality Act</b>	'All About Change' page - Add equality reference to the 'Risks & Issues' log (legal and reputational issues)	HR & Policy Business Management			
Theme 5: <b>Building blocks</b>	Corporate Exit Interviews process is rolled out: <ul style="list-style-type: none"> <li>• Collate any themes that may reflect diversity and inclusion actions</li> </ul>	HR			
Theme 5: <b>Building blocks</b>	Include a reference to Human Rights and links to the Harassment and Bullying Policy / Guidance Update and relevant information on the HR pages	HR			Part of recently completed policy review timetable
Theme 5: <b>Building blocks</b>	Improve governance to help embed equalities allied to long term staff development plans	HR			To be considered as part of the new Induction programme
Theme 5: <b>Building blocks</b>	Staff survey to include equality monitoring and that there is an analysis of the Data review against key survey questions.	Workforce Plan Team	Completed	Completed	

# Diversity and Inclusion Highlight Report

June 2016 - March 2017

Theme	Activity	Owner	Completion Date	RAG	Progress
Theme 5: <b>Building blocks</b>	Staff survey include equality monitoring and that there is an analysis of the Data review against key survey questions. <ul style="list-style-type: none"> <li>• Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace in relation to recruitment and selection.</li> </ul>	Workforce Plan Team	Completed	Completed	Staff survey completed March 2016.
Theme 5: <b>Building blocks</b>	Implement a council wide communications programme to engage all employees in the project and to update them on the outcome of the review.	Comms			
Theme 5: <b>Building blocks</b>	Present outline Diversity and Inclusion action plan to Corporate Managers Group in January 2016.	HR	Completed	Completed	

**Report for:** Staffing & Remuneration Committee, 7<sup>th</sup> June 2016

**Item number:** 10

**Title:** Proposal to cluster HR policies

**Report authorised by :** Jacquie McGeachie, Assistant Director Transformation & Corporate Resources - Interim

**Lead Officer:** Julie Amory, HR Policy Development Manager

**Ward(s) affected:**

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

#### **1. Describe the issue under consideration**

The report provides the Committee with a proposal aimed at streamlining the review of the HR policies and procedures through a process of grouping. Clustering policies with those that are similar will allow HR to identify any gaps and assist in planning which suite of policies Staffing and Remuneration Committee will receive during the year.

#### **2. Cabinet Member Introduction**

Not applicable.

#### **3. Recommendations**

To note and agree on the proposal.

#### **4. Reason for decision**

Having good HR policies and procedures assists in providing the workplace with a structure that supports the Council's Corporate Plan, Workforce Plan and Values, while allowing it to consider and implement changes in employment law, and guidance. Regular review of these documents ensures they remain fit for purpose and compliant with the law.

#### **5. Alternative options considered**

Not applicable.

#### **6. Background information**

6.1 The Council has various HR policies and procedures that cover its employment relationship with its workforce. Owned by HR these documents are periodically presented to the Staffing and Remuneration Committee for their approval prior to

implementation. It is good practice to review HR policies regularly to ensure that these meet the Council's vision and values.

6.2 To assist in the review HR is proposing to group policies and procedures under broad themes centred on the relationship that the Council has with its workforce. The benefit of this approach is that it allows the Council to identify any gaps in its policies and streamline them into a few key documents.

6.3 Excessive numbers of HR policies and procedures can hinder transparency and create barriers to effective management. Adopting the approach of clustering will have the benefit of ensuring that members of the workforce can easily access information on the Council's policies while managers will have ready access to the current HR tools that will enable them to be more responsible and accountable for the management of people in their teams.

6.4 An additional benefit of clustering policies is that it is likely to lead to a decrease in the overall number of policies. For example, creating a new Wellbeing Policy would combine the Alcohol and Drug Misuse Policy, and the Smoking Policy into one document. Fewer policies ensures that information is consistent and ensures members of the workforce do not get confused about the Council's expectations.

6.5 It is proposed that the clustering will follow the life cycle of each member of the workforce from recruitment through to induction, the benefits that are provided and ultimately ended as the individual leaves the Council. Proposed themes are:

- Getting and Retaining the Right People;
- Managing People, their Performance and Succession Planning & Development;
- Pay, Rewards and Benefits;
- Family friendly;
- Work-life balance and well-being;
- Transition and change management;
- Employee relationship management

6.6 Details of how these clusters would apply to our current policies are detailed at Appendix 1 of this report, while Appendix 2 details the policy plan that takes into account how we intend to prioritise the review of the new clusters.

6.7 The rationale for the prioritisation is based on a hierarchy that considers whether there are recent changes to the law or guidance,, followed by whether the policies require alignment to our corporate objectives and the final category covers best practice reviews due to time of last conducted reviews.

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

The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. Having robust HR policies and procedures is a key element of how the Council will meet the Corporate Plan objectives by having fair and consistent approaches on how it manages and develops its workforce.

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

**Assistant Director of Corporate Governance**

The Assistant Director of Corporate Governance notes the contents of this paper. In principle there should be no legal implications arising from the proposals, But the irreducible minimum of what each policy or procedure must contain in order to remain compliant with the duties owed to the workforce by the Council under Employment Law and Guidance must be identified.

**Chief Finance Officer**

The Chief Finance Officer has reviewed the contents of this report and supports the proposal as it should reduce effort in HR and provide a more transparent and consistent set of policies for managers and staff.

**9. Use of Appendices**

9.1 Appendix 1: Proposed Policy Clustering – mapped against current policies;

Appendix 2: Proposed Policy Review Plan

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

Not applicable.

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## Appendix 1: Proposed Policy Clustering – mapped against current policies

Proposed policy cluster	Policy name	Document type	Status /Last review date
Employee relationship management	Grievance Procedure	Procedure	Oct -12
Employee relationship management	Whistle blowing	Policy	Jul-15
Employee relationship management	Trade Union Facility Time	Policy	Undated
Employee relationship management	Trade Union Accord		Undated
Family friendly	Adoption Leave Guidance for Managers	Management guidance notes	May-12
Family friendly	Maternity Guidance for Managers	Management guidance notes	May-12
Family friendly	Shared parental leave	Policy	New
Getting and Retaining the Right People	Criminal Records Bureau (C.R.B.) POLICY STATEMENT	Policy	Undated
Getting and Retaining the Right People	Induction Policy	Policy	Jan-05
Getting and Retaining the Right People	Political Restrictions Exemption Procedure	Procedure	Nov-12
Getting and Retaining the Right People	Recruitment Policy	Policy	Nov-12
Managing People and their Performance	Alcohol & Substance Misuse Policy	Policy	Apr-99
Managing People and their Performance	As and When Workers Complaints Procedure	Procedure	Feb-12
Managing People and their Performance	Capability Procedure	Procedure	Oct-12
Managing People and their Performance	Code of Conduct	Policy	Feb-12
Managing People and their Performance	Disciplinary Procedure	Procedure	Oct-12
Managing People and their Performance	Harassment and Bullying	Policy	Mar-09
Managing People and their Performance	Mediation Policy	Policy	Jun-10
Managing People and their Performance	Probation Policy	Policy	Jan-05
Managing People and their Performance	Sickness Absence and Monitoring Policy	Policy	Oct-12
Managing People and their Performance	Sickness Absence Management Guidelines	Management guidance notes	Oct-12
Succession Planning and Development	Additional Duties (Acting up) Policy	Policy	Aug-12
Succession Planning and Development	Secondment Policy	Policy	Mar-06
Pay, Rewards and Benefits	Elections Staffing Protocol	Policy	May-14
Pay, Rewards and Benefits	Ill Health Retirement	Policy	Apr-08
Pay, Rewards and Benefits	Pension Sharing on Divorce	Policy	May-02
Pay, Rewards and Benefits	Survivor Benefits Changes Jan 2010	Information sheet	Jan-10
Transition and change management	Flexible Retirement Policy	Policy	Jul-13

## Appendix 1: Proposed Policy Clustering – mapped against current policies

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Transition and change management	Redeployment Policy	Policy	Jun-12
Transition and change management	Redundancy and Pension Benefits Non-teachers	Information sheet	Dec-10
Transition and change management	Redundancy Benefits	Information sheet	Mar-15
Transition and change management	Restructuring Policy	Policy	Jun-15
Transition and change management	Voluntary Redundancy Procedure	Procedure	Jun-15
Work-life balance and well-being	Display Screen Equipment (DSE) Policy and Guidance	Policy	Aug-12
Work-life balance and well-being	Flexible Working Policy	Policy	Oct-12
Work-life balance and well-being	Leave and Time off policy(inc. Special leave)	Policy	Sept-12

## Appendix 2: Proposed Policy Review Plan

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<b>Proposed policy cluster</b>	<b>Review Period</b>	<b>Rationale</b>
Getting and Retaining the Right People	June 2016	Requires alignment to our corporate objectives – prioritised to ensure considers new My Conversation Process.
Family friendly	Oct 2016	Legislative update – delayed due to potential Grandparents Shared leave entitlement
Employee relationship management	Feb 2017	Requires alignment to our corporate objectives – formalise processes on TU arrangements in light of Trade Union Bill.
Managing People and their Performance	Oct 2017	Best practice reviews due to time of last conducted reviews
Pay, Rewards and Benefits	2018	Best practice reviews due to time of last conducted reviews
Transition and change management	2018	Best practice reviews due to time of last conducted reviews
Work-life balance and well-being	2018	Best practice reviews due to time of last conducted reviews

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**Report for:** Staffing & Remuneration Committee, 07 June 2016

**Item number:** 11

**Title:** Haringey Fuse Update

**Report authorised by :** Jacquie McGeachie, Assistant Director, HR

**Lead Officer:** Karen Rowing, Haringey Academy Manager

**Ward(s) affected:** none

**Report for Key/  
Non Key Decision:** none

**1. Describe the issue under consideration**

- 1.1. This Committee requested an update on Fuse, the Council's new online learning management system, at the Staffing and Remuneration Committee of 31 March 2016.
- 1.2. A presentation is appended to this report and will be used to deliver this item which will include a demonstration, at the committee meeting.

**2. Cabinet Member Introduction**

- 2.1 Not applicable.

**3. Recommendations**

- 3.1. The Committee to note this report.

**4. Reason for decision**

- 4.1. Not applicable.

**5. Alternative options considered**

- 5.1. Not applicable.

**6. Background information**

- 6.1. The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to help deliver the priorities of the organisation. A core element of the Workforce Plan is the Haringey Academy which aims to give staff the right skills and knowledge to do their jobs,

now and in the future. Fuse is a key enabler to help us deliver a number of planned workforce initiatives such as Faculties, My Conversation and skills sharing.

## 7. About Fuse

- 7.1. Fuse is a cloud based Learning Management System (LMS) which emulates principles that underpin social media-type systems such as YouTube and Facebook. It offers a range of new and interesting ways to engage and develop staff. There is also a Fuse app for smart devices such as mobiles and tablets allowing staff access to Fuse while on the move and are not dependant on using council equipment or network to access the system.
- 7.2. The Fuse approach aligns with our own 70:20:10 approach to workplace learning which centres around the concept that 70% of our learning comes through experience, around 20% comes from social learning with colleagues and only 10% is through formal learning such as classroom training or online courses. For Haringey, 70:20:10 makes a clear shift away from traditional classroom learning to more learning on the job as well as social and collaborative learning.
- 7.3. Like a traditional LMS, staff can use Fuse to access e-learning modules and book a place on classroom style events. The additional benefits of Fuse is that staff can also identify and upload useful material to share with colleagues, contribute to discussions and develop personal learning plans. There are additional tools such as polls, surveys and quizzes which can be used to support and check learning.

## 8. Progress to date

- 8.1. **Online communities (and faculties):** as a knowledge sharing system, Fuse has enabled us to quickly develop the 'follower' element of Faculties through the creation of online communities. We currently have 21 online communities and include some which are linked to specific work areas such as 'Stronger Haringey' which is for all staff to specific professional communities such as Children and Families, Social Care and Adults Social Care. There are also communities which have been set up which broaden staff skills and knowledge on a particular topic, such as Ideas and Innovation.
- 8.2. **Usage:** there is an overall upward trend of staff logging on to Fuse, with 371 staff using the system in April. Another measure of usage is the extent staff contribute to the platform; since January 2016 there have been 186 uploaded files of which 164 are 'home-made videos' and 111 external links to best practice. It is too early to provide direct examples of Fuse usage linked to improving performance.
- 8.3. **Training:** There are currently 35 active Community Managers and 8 Core Administrators (super users). All have been trained and supported to get the most out of the system with a view to increasing staff usage and take-up. To

date, workshops have covered video editing and story telling, creating learning plans and creating polls and surveys. Between October to December 2015 just over 400 staff attended "How to Use Fuse" workshops.

## 9. Early challenges/lessons

- 9.1. **Cultural change:** there is still a significant amount of effort required to fully engage the workforce. For example the number of times Fuse is accessed is around 200 times per week, peaking at 516 hits in February 2016. There are a number of reasons for this including; poor digital literacy skills, making time to learn a new system, access to computers or smart phones and the move away from a traditional mindset that believes learning takes place in a classroom. Year Two of our workforce plan will attempt to narrow the gap in digital literacy skills and instill more awareness of how we can best learn on the job.
- 9.2. **Content development:** rather than transfer e-learning modules onto the Fuse platform, we have instead decided to review all material in terms of both format and content. Consequently, our catalogue of e-learning material on Fuse is not exhaustive.
- 9.3. **Subject Matter Experts (SMEs):** there is a capacity issue for some SMEs (who are Community Managers) to fully identify and then develop appropriate content and materials. We have seen that in areas specific resources have been identified such as the Shared Service Centre (SSC) then far more activity and engagement has taken place. As previously stated, this new way of learning represents a significant shift in mindset and the change will take time and resource to fully embed.

## 9. Next Steps

- 9.2 Over the next six months we plan to:
  - a. Review and revitalise elearning courses and move to short/stacked videos ( in collaboration with SMEs or appropriate governance group/ board)
  - b. Provide "just in time rather than just in case" development relating to service performance gaps e.g. reduce calls made to IT SSC by improving availability of online help.
  - c. Continue to develop Community Managers and establish more Communities based on demand
  - d. Work with IT services to ensure Fuse meets our security measures before proceeding to release functions that record My Conversation and Map data onto Fuse

## 10. Contribution to strategic outcomes

10.1. Fuse is a key enabler of the Workforce Plan and in particular the Haringey Academy.

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

**1. Legal**

The Assistant Director for Corporate Governance notes the contents of this progress report. There appears to be no legal implications arising from matters addressed within the report.

**2. Finance**

There are no financial implications arising from this report

**2. Use of Appendices**

3. Appendix 1: presentation

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

a. Not applicable.



# About Fuse

**Projects and Programmes** ★  
*This is a protected community*

Notifications ON | Leave community

This is a collaborative space for all those working or interested in projects and programmes. You can share your knowledge and experience as well as get involved by commenting on topics, joining in with discussions, asking questions and keeping up to date on new ideas and best practice.

Knowledge feed | Topics

Show: All | Questions | Videos | Links | Files

Knowledge experts

- Ask James Page a question?
- Benefits Management  
Carlene Liverpool Really helpful Brett. Thanks.  
March 09, 2016 12:47 | 2 comments
- CPMO Risk workshop p...  
Carlene Liverpool The Corporate Programme Office has developed this risk workshop presentation ...  
March 01, 2016 11:23 | 1 comment

# Staff Contribution: January to April 2016



**164**  
Videos made  
(including training  
videos)



**32**  
Questions  
posted

**111**  
External links  
uploaded

**1877**  
Views of Stronger Haringey  
Community in April 2016

# Early benefits

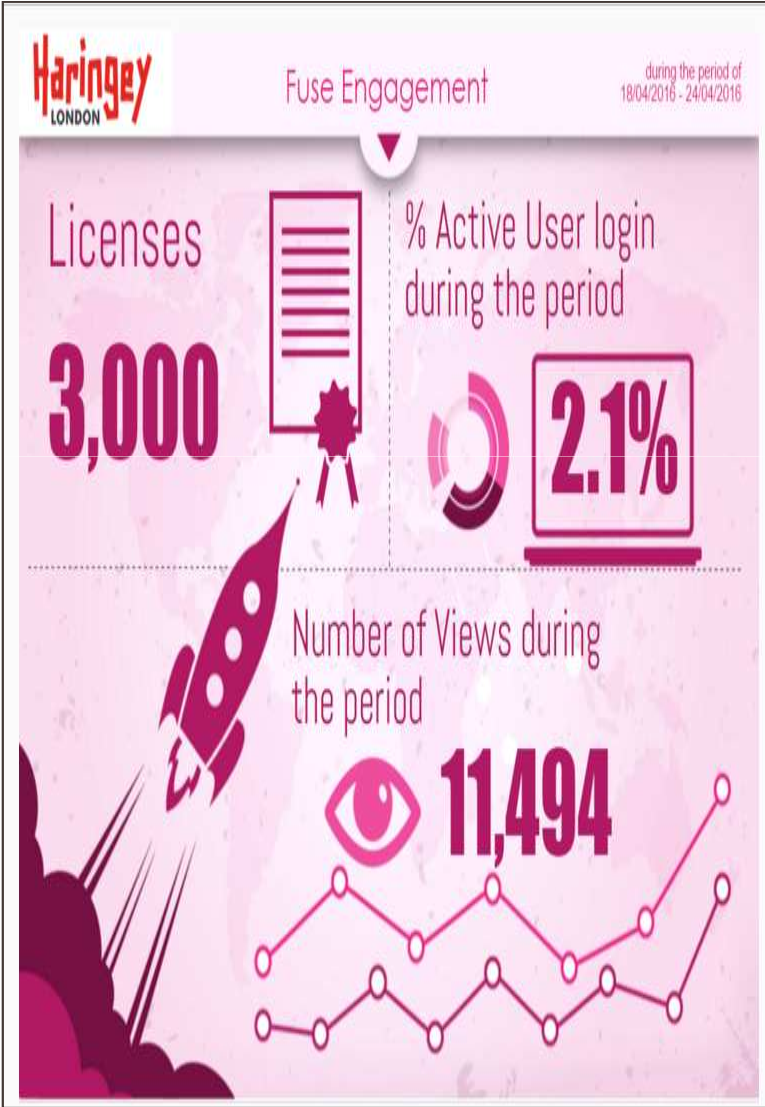
**Feedback**  
 How SAP users are using Fuse  
*"Look at this for utilisation of Fuse! She got almost instant feedback and everyone else can refer to it too"*

**Organisation:**

- Develop internal capability
- Cost-effective (compared to classroom training)
- Recognise way we learn has changed
- More just in time rather than just in case potential

**Individuals:**

- Just in time – pull information when you need it
- Access from smart devices
- Ask experts quickly
- Share information and good practice



# Focus for next period

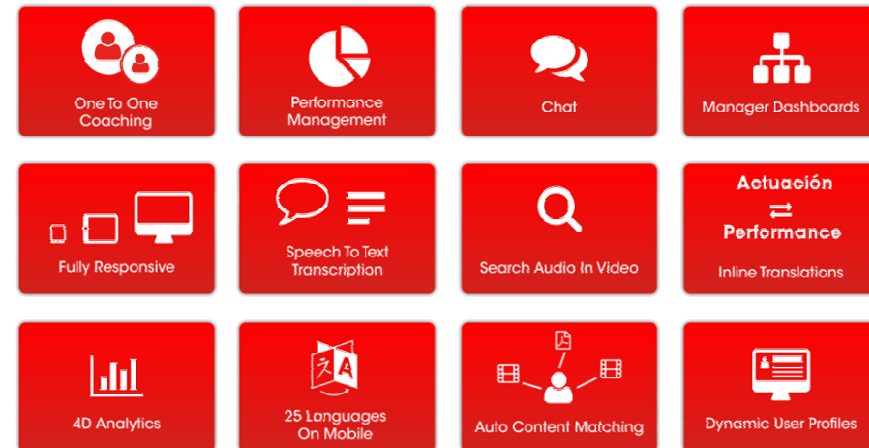


## Early learning / issues

- 1. Organisation Structure** – no single correct source of data (starters/leavers/movers)
- 2. Capacity** – of subject matter experts
- 3. Culture Change** – staff/managers still expect face to face courses
- 4. Digital Literacy** – access and knowledge is a challenge
- 5. IT Security** – not able to use add-ons e.g. Google Docs



## What's coming in 2016



**Report for:** Staffing & Remuneration Committee, 7 June 2016

**Item number:** 12

**Title:** Forward Plan Reports October 2016 – March 2017

**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**

To inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the forthcoming municipal year.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

That the Forward Plan be noted

**4. Reason for decision**

Not applicable.

**5. Alternative options considered**

Not applicable.

**6. Background information**

Not applicable

**7. Contribution to strategic outcomes**

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**

Not applicable, the report is for information only.

**9. Use of Appendices**

The Forward Plan is attached at Appendix 1.

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

Not applicable.

**Appendix 1: Forward Plan October 2016 to March 2017**

Meeting Date	HR Service Area	Short Description	Key or Non-Key Decision	Lead Officer	Report or Update	Public or private
04 October 2016	HR-Client Side	Update on My Conversation	Non-key	Jacque McGeachie	Report	Public
04 October 2015	HR -Client Side	Apprentices: Lessons Learnt & Next Steps	Non-key	Jacque McGeachie	Report	Public
04 October 2015	HR - Client Side	Update to -Capability Policy	Non-Key	Jacque McGeachie	Report	Public
04 October 2015	HR - Client Side	Update to Induction & Probation Policy	Non-Key	Jacque McGeachie	Report	Public
04 October 2015	HR - Client Side	Update Political Restrictions Exemption Procedure	Non-Key	Jacque McGeachie	Report	Public
04 October 2015	HR - Client Side	Update to Disclosure & Barring Service Policy	Non-key	Jacque McGeachie	Report	Public
04 October 2015	HR - Client Side	Update to Recruitment & Selection Policy	Non-key	Jacque McGeachie	Report	Public
04 October 2016	HR - Client Side	Performance Management Report (Q1 April to June 2016)	Non-key	Jacque McGeachie	Report	Public
04 October 2016	Children's Services	Mid year Review of Children's Services Recruitment & Retention Offer	Non-key	Jon Abbey	Report	Public
04 October 2016	Public Health	Update to No Smoking Policy	Non-key	Tamara Djuretic	Report	Public
05 February 2017	Children's Services	Review of Children's Services Recruitment & Retention Offer	Non-key	Jon Abbey	Report	Public
05 February 2017	HR - Client Side	Update to Grievance Policy	Non-Key	Jacque McGeachie	Report	Public
05 February 2017	HR - Client Side	Collective Disputes Procedure	Non-Key	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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