

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 26th June, 2017, 7.00 pm - Civic Centre, High Road, Wood Green,
N22 8LE**

Members: Councillors Raj Sahota (Chair), Zena Brabazon (Vice-Chair),
Jason Arthur, Liz McShane and Viv Ross

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

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. MINUTES (PAGES 1 - 10)

To confirm and sign the minutes of the meeting held on 18 April 2017, and of the special meetings held on 25 April and 18 May 2017.

7. SICKNESS ABSENCE REPORT 2016/17 (PAGES 11 - 36)

8. SENIOR MANAGEMENT TEAM STRUCTURE CHANGES (PAGES 37 - 42)

9. PERFORMANCE MANAGEMENT (JANUARY - MARCH 2017) (PAGES 43 - 52)

10. NEW ITEMS OF URGENT BUSINESS

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

11. 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.

12. EXEMPT MINUTES (PAGES 53 - 56)

To confirm the exempt minutes of the special meetings of the Committee held on 25 April and 18 May 2017.

Susan John, Principal Committee Co-ordinator

Tel – 020 84892615

Fax – 020 8881 5218

Email: susan.john@haringey.gov.uk

Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 16 June 2017

This page is intentionally left blank

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 18TH APRIL, 2017

PRESENT:

Councillors: Raj Sahota (Chair), Liz McShane (Vice-Chair), Jason Arthur, Bernice Vanier and Viv Ross

80. 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.

81. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were no apologies for absence.

82. URGENT BUSINESS

There were no new items of urgent business.

83. DECLARATIONS OF INTEREST

There were no declarations of interest.

84. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

85. MINUTES

RESOLVED

That the minutes of the meeting of the Staffing and Remuneration Committee held on 7 February 2017 and of the special meeting of the Staffing and Remuneration Committee held on 10 March 2017 be approved as a correct record and signed by the Chair.

86. REVIEW OF CORPORATE FUNCTIONS AND THE CORPORATE LEADERSHIP GROUP

The Committee considered the report on the review of the corporate functions and the Corporate Leadership Group, which was presented by Zina Etheridge, Interim Chief

Executive. In response to a question from the Committee, the Interim Chief Executive outlined the changes to posts at Corporate Leadership Group level as set out at paragraph 6.7 of the report.

The Committee asked about the costings associated with the changes; it was reported that the changes in the corporate structures were anticipated to achieve the £400k savings in 2017/18 as set out in the report of the Chief Executive to the previous meeting. Details of the costings for the changes within the Regeneration and Planning Directorate were still being finalised, but it was confirmed that these would be met within existing budgets.

RESOLVED

That the Committee note the permanent changes proposed to staffing in the corporate functions and the changes to the leadership structures within the Regeneration and Planning Directorate.

87. SENIOR MANAGERS PAY REVIEW

The Committee considered the report on the outcomes from the April 2017 Senior Manager Pay Review, as presented by Ian Morgan, Reward Strategy Manager.

In response to a question from the Committee regarding whether the 76 individuals represented on the My Conversation outcomes at appendix A to the report represented the total senior management cohort, Mr Morgan advised that these were only those staff who had gone through the full Pay Review process and therefore did not include those who had been in post for less than 6 months.

The Committee asked for clarification on the comments of the Chief Finance Officer as set out in the report; Mr Morgan advised that across the organisation, the cost impact of the pay award as outlined in the report would be within the agreed 2% benchmark, however within individual directorates the average increases may be slightly below or above the agreed 2%.

It was noted that a further review would be undertaken in October 2017, and a report would be brought back to the Committee once this had been completed.

RESOLVED

That the Committee note the outcomes of the Senior Manager Pay Review for April 2017.

88. REFORM OF LEGISLATION GOVERNING OFF-PAYROLL IN THE PUBLIC SECTOR (IR35) - LBH IMPLICATIONS

The Committee considered the report on the reform of legislation governing off-payroll in the public sector (IR35), as presented by Richard Grice, AD Transformation and Resources. The report focussed on the key risk areas for the Council; the Committee was advised that to date 13 of the Council's 159 off-payroll workers had left the organisation, of whom six had cited IR35 as the reason for leaving. It was noted that

the full impact of the legislation on the Council would not be known until five or six months had elapsed, and that a further review would be brought back to the Committee in due course.

In response to a question from the Committee regarding individuals who would be out of scope for IR35, it was confirmed as an example that someone working for the Council on a specified, strictly time-limited project or providing specialist expertise would be considered out of the scope of the IR35 legislation. With regard to the risk to the Council in respect of the requests to increase worker day rates, it was confirmed that the Council was currently negotiating with nine individuals regarding day rates, in specialist areas of expertise.

The Committee asked about the 159 off-payroll workers reported, and where within the Council these staff were based. It was reported that the majority of these were agency social workers, with consultant and interim posts making up 38 of the 159 posts.

In response to a question from the Committee, it was confirmed that the deadline for the Council to complete assessment of its off-payroll workers was the end of April 2017.

The Committee asked about the particular risk identified in respect of lawyers leaving the authority, and it was reported that because IR35 only applied to public sector bodies, there was a potentially greater impact on any areas where individuals had the option to choose to work outside of the public sector. It was noted that this had not happened as yet, but that the Council would continue to monitor these areas as they would remain a potentially higher risk.

Cllr Gideon Bull, attending the meeting as an observer, spoke at the Chair's discretion and asked for clarification of the impact on off-payroll workers of the change in legislation. Mr Grice advised that the situation for each individual would be different, but that, for example, individuals who had previously been engaged by the Council via personal service companies would lose some benefits by moving onto the Council's payroll, for example in relation to expenses claimable. It was confirmed that the additional costs to the Council arising from the changes largely related to the costs associated with administering payroll for individuals who had previously been off-payroll, and the accrual of staff benefits by those who had not previously been directly employed by the Council.

The Committee noted that the reform would have a significant impact on the Council's ongoing efforts to reduce the number of consultants and interim staff employed by the Council.

RESOLVED

That the Committee note the content of the report.

89. STATUS OF COUNCIL AND EMPLOYEE JOINT CONSULTATIVE COMMITTEE

The Committee considered the report on the status of the Council and Employee Joint Consultative Committee, as presented by Richard Grice, AD Transformation and Resources.

The Committee asked about the status of any vote taken by the CEJCC once it was an informal body, and it was confirmed that, in accordance with the proposed terms of reference at section 2 of the CEJCC constitution, the body would have the ability to make recommendations to the relevant Council Committee (which would in general be the Staffing and Remuneration Committee) but that votes taken at the CEJCC would not be binding.

The Committee asked for examples of a matter that required an emergency meeting of the CEJCC to be convened at 3 working days notice, as provided for at paragraph 5.4 of the CEJCC constitution; it was reported that this would be an extremely unusual occurrence – it may provide for a need for an urgent meeting where a sudden issue relating to imminent strike action had arisen, however in almost all cases it would be expected that any such issue would have been addressed before it got to that stage.

In response to a question from the Committee it was confirmed that the Trade Unions had been fully engaged in the process of proposing a new constitution for the informal CEJCC and approved the proposal as put forward in this report.

The Committee asked about paragraph 8.4 of the proposed Constitution, and whether this was unduly restrictive in relation to unions only being able to attend a meeting where business affecting that union was being discussed – it was clarified that this paragraph related specifically to the provision for regional or district union officials to attend meetings; the local workforce representatives of the unions on the Committee would be entitled to attend all meetings.

In response to questions of clarification from the Committee it was reported that Soulbury staff were specialist employees based in schools, that votes of the CEJCC would require a majority on each side in order for a vote to pass (as opposed to a simple majority) and that the appropriate Provincial Council machinery as referred to in paragraph 12.1 of the Constitution referred to the dispute resolution mechanism at Greater London level.

RESOLVED

That the Committee:

- a) Approve the proposal to dissolve CEJCC as a sub-committee with immediate effect; and
- b) Approve the establishment of the CEJCC as an informal body with immediate effect as set out in the draft constitution at Appendix A to the report.

90. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

91. DATE OF NEXT MEETING

26 June 2017, 7pm.

The meeting closed at 7.45pm.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

This page is intentionally left blank

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 25TH APRIL, 2017

PRESENT:

Councillors: Raj Sahota (Chair), Viv Ross and Elin Weston

92. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Vanier, for whom Cllr Weston was substituting, from Cllr Arthur and from Cllr McShane.

93. URGENT BUSINESS

There were no items of urgent business.

94. DECLARATIONS OF INTEREST

There were no declarations of interest.

95. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR, CHILDREN'S SOCIAL CARE AND LEAD PRACTITIONER

The Committee considered the report of the Director of Children's Services on the appointment to the position of Assistant Director, Children's Social Care and Lead Practitioner, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, and considered the recommendation of an interview panel which took place prior to the Committee convening.

RESOLVED

- a) That the Committee appoint Sarah Alexander to the post of Assistant Director, Children's Social Care and Lead Practitioner, and approve the salary proposed.
- b) That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.

96. EXCLUSION OF THE PRESS AND PUBLIC

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

97. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR, CHILDREN'S SOCIAL CARE AND LEAD PRACTITIONER

The Committee considered exempt information pertaining to agenda item 4.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

MINUTES OF MEETING STAFFING AND REMUNERATION COMMITTEE HELD ON Thursday, 18th May, 2017,10.00am

PRESENT:

Councillors: Bernice Vanier and Viv Ross and Cllr Ali Demirci

ALSO ATTENDING:

98. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillor McShane, Councillor Arthur and Councillor Sahota for whom Councillor Demirci was substituting.

99. URGENT BUSINESS

There was no urgent business to consider.

100. DECLARATIONS OF INTEREST

There were no declarations of interest.

101. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR, ECONOMIC DEVELOPMENT AND GROWTH

The Committee considered the report of the Strategic Director of Regeneration, Planning and Development on the appointment to the position of Assistant Director, for Economic Development and Growth, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, and considered the recommendation of an interview panel which took place prior to the Committee convening.

RESOLVED

- a) That the Committee appoint Vicky Clarke to the post of Assistant Director for Economic Development and Growth and approve the salary proposed.
- b) That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.

102. EXCLUSION OF THE PRESS AND PUBLIC

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

103. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR, ECONOMIC DEVELOPMENT AND GROWTH.

The Committee considered exempt information pertaining to agenda item 4.

CHAIR:

Signed by Chair

Date

Report for: Staffing & Remuneration Committee, 26th June 2017

Item number:

Title: SICKNESS ABSENCE REPORT 2016/17

Report authorised by : Richard Grice, Assistant Director Transformation & Resources

Lead Officer: Carole Engwell, HR Quality Assurance Manager

Ward(s) affected:

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

1 Describe the issue under consideration

The report provides the Committee with details of sickness absence for the financial year 2016/2017 along with an update of current initiatives and future developments.

2 Cabinet Member Introduction

Not applicable

3 Recommendations

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

4 Reason for decision

Not applicable.

5 Alternative options considered

Not applicable

6 Background information

Average days absence & Main Reasons

6.1 During the last financial year sickness absence per employee averaged 9.5 days, approximately one day above the public sector national average and four days above the private sector average. Sickness absence was at its lowest at the start of the year at 8.7 days, The reasons for increasing absence rates are varied and include improved management awareness of the process and more consistent reporting of absence.

6.2 The major cause of short term sickness across the public sector (which are mirrored in Haringey) is minor illness such as coughs, colds etc, although

absence due to stress, mental health and musculo-skeletal absences also feature as major reasons for absence.

- 6.3 The demographics of the public sector may account for higher absence rates compared to the private sector, for example
- Women have higher absence levels than men. In Haringey over 60% of the workforce are female.
 - Older workers take more sickness absence than younger ones. In Haringey the majority of our workforce is in the 45-54 age group.
 - Large organisations have higher rates of sickness than smaller ones where absence is more noticeable and has a more immediate effect.

- 6.4 The areas of highest reported absence in the Council are in the demand led services of Childrens and Adults Services. Adult Services social care staff are often required to lift and move clients which accounts for relatively high levels of back problems. To reduce the number of injuries from incorrect handling, regular training and refresher courses are run during the year covering the Safe Moving & Handling of People.

Current Initiatives

- 6.5 In common with most other local authorities, line managers in Haringey are responsible for managing both long and short term absence and in the last year 82 managers have attended training courses designed to give them the skills and knowledge to manage absence more effectively. HR Business Partners also provide drop in sessions either for general advice or specific advice on a particular case and support Heads of Service in challenge meetings with managers who have long term cases to manage.
- 6.6 Greater use is being made of additional services such as an Employee Assistance Programmes (EAP) to provide independent and confidential support to employees.

In Haringey the EAP has been in place since May 2016, since then -

- 203 people have contacted them, the majority making contact via the website
- Around a quarter of people received face-to-face counselling following an occupational health referral.
- The team have also provided team trauma counselling to a group of staff and have taken part in health promotion events.

Since February 2015 Occupational Health provision has been provided by the Whittington Hospital's OH team based in Tottenham. In the last year they

- Handled 297 referrals from managers (either for advice regarding short term absences, advice regarding return to work following long term absence or health and safety concerns)
- Gave 110 'flu vaccinations to front line staff
- Undertook 94 health surveillance tests, including Hand Arm Vibration tests for those using vibrating machinery in Parks and hearing tests for those working with noisy machinery.
- Attended two Health & Wellbeing events held for staff

- 6.7 To complement the absence management strategy there has been a greater emphasis placed on wellbeing initiatives. Wellbeing is now a standing item on the agenda of the Health, Safety & Wellbeing board (chaired by the Chief Operating Officer).
- 6.8 The emphasis on wellbeing is intended to help staff address their work/life balance and reduce stress related absence, which has shown an increase of around 50% across the public sector (data from the Chartered Institute of Personnel & Development 2016 Sickness Absence Survey). Stress assessments are also carried out by the Health & Safety team and are available to individuals or teams experiencing high sickness due to stress related illness.
- 6.9 As part of our ongoing support of wellbeing the Council committed to taking part in the first Employee Wellbeing Index arranged by MIND, the mental health charity. We were successful in achieving a Bronze ranking, the only local authority in London to do so. The feedback report (which was not available at the time of writing) will give pointers for improvements and will highlight where we have already been successful.

Future Developments

- 6.10 Over the summer period, a pilot project will be introduced with First Care, an absence management company who provide a 24/7 service. Instead of speaking to their line manager on their first day of absence, people will speak to a qualified nurse who will provide advice and discuss a return to work date (depending on the reason for the absence). The details will then be forwarded to the individual's line manager. As the company operates a 24 hour service, anyone who is sick at the weekend and unable to attend work on Monday, can phone First Care and by Monday morning their manager will have the details waiting in an email.

Appendix 1 is a copy of the presentation delivered to both trade unions and HR, which outlines the process to be implemented.

- 6.11 In cases of long term absence, the First Care team will continue to maintain contact with the manager and the individual. Where necessary, they are able to work alongside our existing Employee Assistance Programme and Occupational Health providers to provide a comprehensive service.
- 6.12 The trial period is expected to last for 12 months when an assessment of the effectiveness will be made. The trade unions have been kept fully informed from the initial discussions through to the arrangement of the trial period. They have attended a presentation given by First Care and had the opportunity to ask questions which they felt were fully answered. A visit to the First Care call centre is also being arranged for them. The trade unions' initial concerns were that line managers would lose control of the process but they are now clear that this isn't the intention and that any issues identified by the First Care team will be passed to the line manager for him/her to take forward in the usual way and in line with the agreed sickness policy.
- 6.13 The company have been used widely across the public sector where, typically, a 35% drop in absence rates has been achieved. It's expected that on implementation absence will initially show an increase as all absence will be

reported, whereas we know that there is current under-reporting e, due to a variety of reasons.

7 Contribution to strategic outcomes

Priority 2 of the three year Corporate Plan is “*Empowering all adults to live healthy, long and fulfilling lives*”. The Wellbeing Strategy was introduced in 2015 as part of the three year Corporate Plan. The need for culture change in the organisation and for the right people to be able to deliver effectively in the right place and at the right time is also a cornerstone of the Workforce Programme.

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

8.1 Chief Finance Officer

Generally, for short term sickness there is no financial impact, however where there is long-term sickness, managers are expected to give consideration to meeting the additional cost within their budget or to provide a rationale for the request to their Directorate Management Team which includes finance comments for approval before completing a business case for the appointment. An analysis of the financial costs or savings resulting from the First Care trial period will be conducted towards the end of the period.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from this report

9 Use of Appendices

Appendix 1: Presentation from First Care

10 Local Government (Access to Information) Act 1985

Not applicable.





- All absence is genuine
- Support employee wellbeing at an individual level
- Enhance manager role in absence management
- Improve wellbeing across the organisation
- Maintain confidentiality and data integrity

Benefits for Employees

What do FirstCare do for employees?



- Focused support throughout every absence
- Personal, clinical advice for every employee
- Consistent process for absence logging
- 24/7 advice line
- Equal / fair treatment

Employee Call Journey



Step 1.
Employee Calls



Step 2.
Identity Verification



Step 3.
Initial Details Taken



Step 4.
Nurse Transfer



Step 5
Reason and Advice



Step 6
Full Details Taken



Step 7
RTW Date Agreed



Step 8
Confirm Details





- S** – Set the scene (PMH, Meds & Ax)
- T** – Triage using the red flag app
- R** – Reassure
- A** – Advise
- W** – Worsening advice
- S** – Signpost



FirstCare Experience and Data Handling



Established:

2004

Employees covered:

192,492

Absence days recorded:

13,000,000+

Nurses & IT Systems:

100% In-house





- FirstCare is registered with the Information Commissioners Office (ICO).
Date of registration: 31/03/2005 Registration number: Z9006774.
- Audited 4 times per year.
- FirstCare have no ownership of data collected.
- FirstCare operates as a **Data Processor** and **Data Controller** .
- Call transcripts and other information can be requested.

FirstCare: What Employee Data is Stored



Data Description	Data Type	Data Example	Data Purpose
Employee Ref	Text	FC123456	Unique reference for record identification.
Firstname	Text	Jason	Communication employee identity.
Surname	Text	Reed	Verify employee identity in security checks.
Date of Birth	Date [DD/MM/YYYY]	01/01/1900	Verify employee identity during security check and age group analysis reports.
Job Title	Text	Tester	Help HR and H&S identify role holders.
Employment Start Date	Date [DD/MM/YYYY]	01/01/2001	Determine scope of inclusion in reports and enable Service Length analysis.
Contracted Hours	Numeric [0.00]	37.5	Help calculate time lost absence rates.
Gender	Text	M	Enable trend analysis by gender.
Hearing Impairment	Bit [0 = No, 1 = Yes]	1	Identify required use of Typetalk services.
Email Address	Text	Jason@firstcare.eu	Receive absence notifications and act as username on the system.
Telephone Number	Text	08454565732	Receive notifications/absence reminders.

FirstCare: What Absence Data is Stored



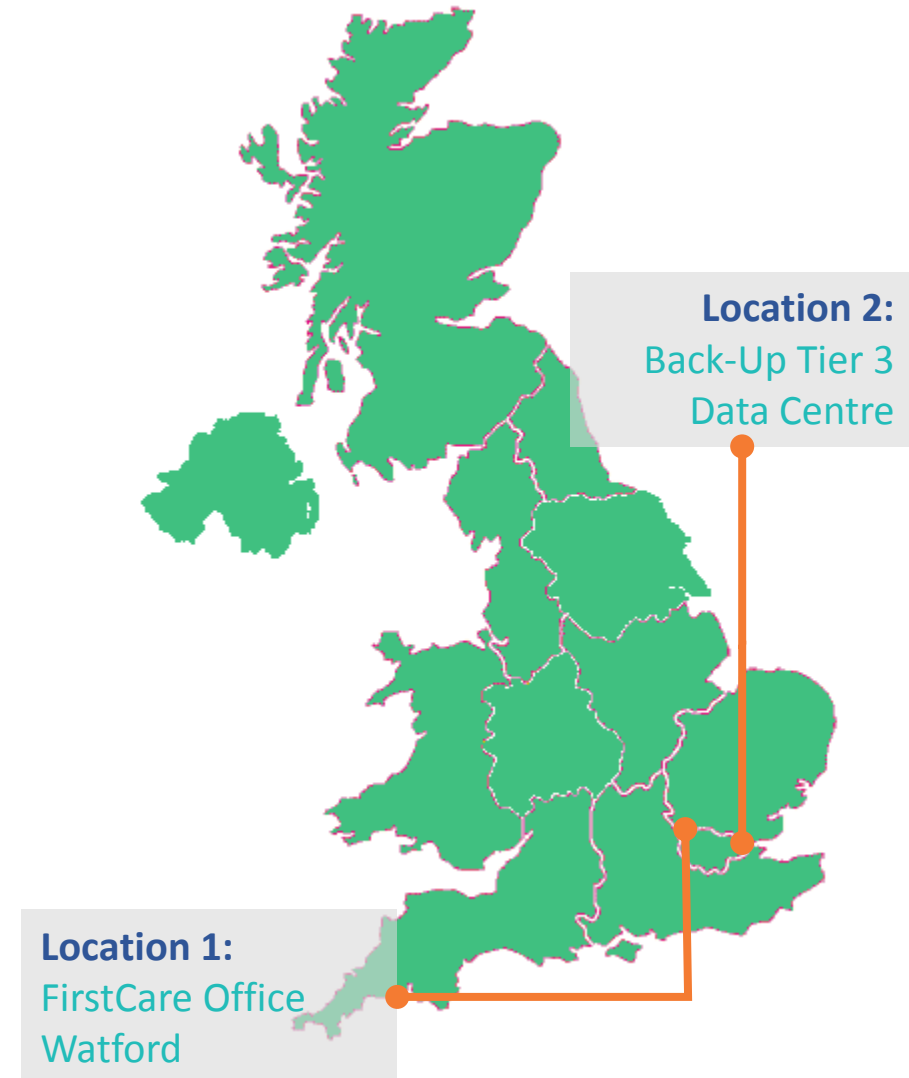
Data Description	Data Type	Data Example	Sensitive DPA
Start Date and Time	Date Time [DD/MM/YYYY HH:MM]	19/06/2012 09:00	No
Return to Work Date and Time	Date Time [DD/MM/YYYY HH:MM]	26/06/2012 16:00	No
Hours/Days Lost Shift Pattern	Numeric	5	No
Work Related?	Bit [Yes = 1, 0 = No]	1	No
Absence Type	Bit [Non-Medical = 0, Medical = 1]	1	No
Absence Reason	Text Classification	Cough, Cold or Flu	Yes

Medical Classifications are considered ‘**Sensitive**’ by the Data Protection Act. As such, FirstCare cannot disclose this information to the employee’s employer without their **consent**.

All other data is seen by the employer automatically.



FirstCare store data in **two** locations in the UK.





- FirstCare put data security at the forefront of our thinking.
- 137 data controls maintain the security of your data...

... including...

- Data Encryption
- Website Encryption
- Hard-Disk Encryption
- Network Protection
- Employee CRB checks
- Password policies
- CCTV and Physical Security
- Source Code Testing
- Penetration Testing
- Disabled Ports and Media
- Clear desks and clear screens

Questions?

FirstCare

Absence Management Solutions





Medical

Employees must report all sickness absences, including:

- Back problems
- Cough, cold, flu
- Stress or Anxiety
- Headache/Migraine
- Gastrointestinal
 - Skin Problems
 - Genito-Urinary
- Dental/Oral Problems

Non-Medical (Optional)

Employees must report all unplanned absences, including:

- Compassionate Leave
 - Carers Leave
- Dental Appointment
- Utilities Problems
- Transport Disruption

Not to be Reported

The following absences will not be recorded by FirstCare:

- Annual Leave
- Maternity Leave
- Paternity Leave
- Adoption Leave
- Study Leave
- Jury Service
- Industrial Action

Empowering Managers

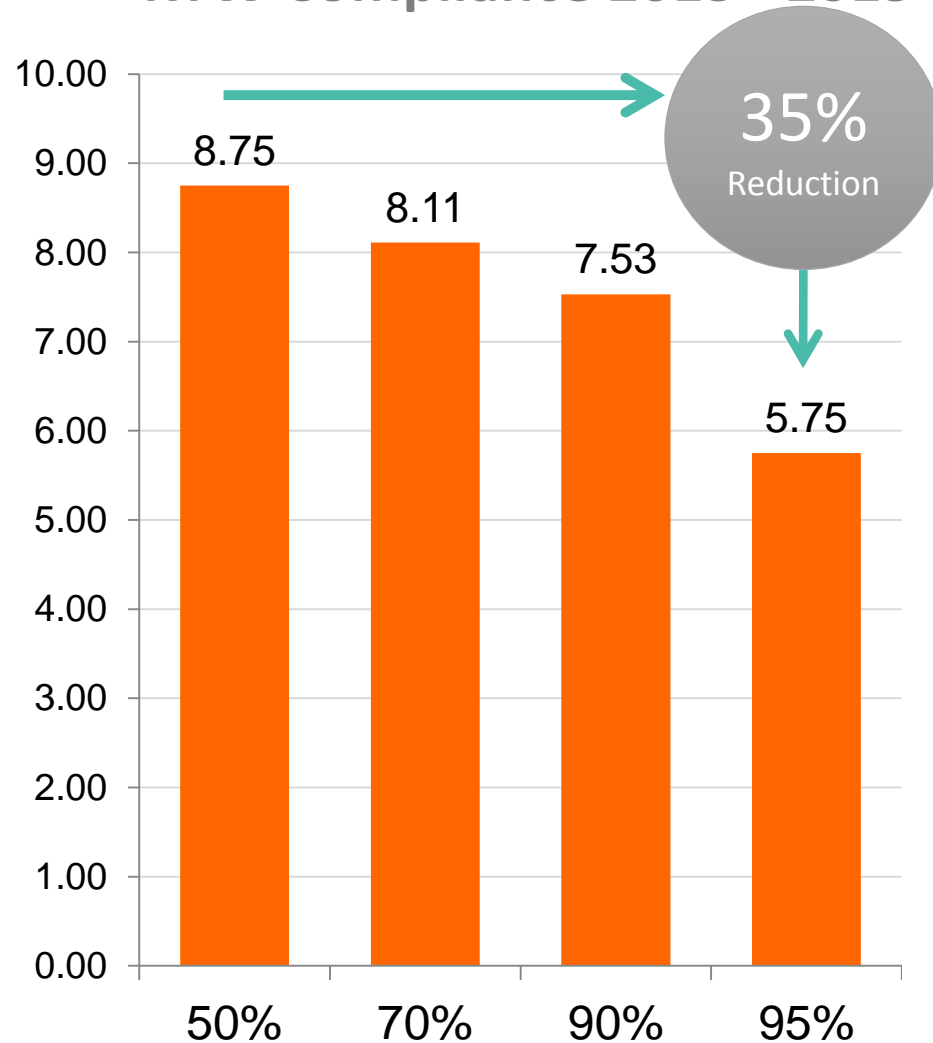


- Log the absence on their behalf
- Instant absence alerts
- Reminders to guide them through process
- Key information at their fingertips at the right time
- Save time at the busiest time of day

The Impact of Enhanced Return-To-Work Interviews



Days Lost Per Employee by
RTW Compliance 2013 - 2015



RTW Notification:

- Absence closed via Phone / Text
- RTW sent immediately
- Employee report attached

Customisation:

- Manager instructions
- Bespoke attachments
- Custom interview form
- Dynamic RTW
- Custom reminders

Insight for Managers

Employee Absence Report

your **FIRSTCARE**[™]

THIS DOCUMENT IS CONFIDENTIAL

[Click here to email FirstCare](#)

Return To Work Date	13/08/10	Report ID	371123
Employee Name	Jason Reed		
Employee Reference	TESTReed		
Job Title	Tester		
Department	Greenland Department		
Weekly Contracted Hours	37.5		
Bradford Score	0		

12 Month Absence Summary

Absence Type	Hours Lost	Working Days Lost	Absence Spells
Medical	278	38	7
Non-Medical	48.00	6	1
Total	326	42	8

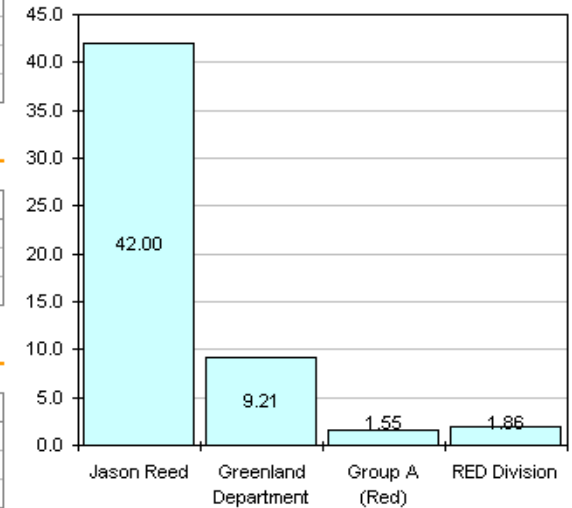
Last three alerts triggered by employee

Alert	Date Triggered
6 Spells in 12 Months	27/07/2010
3 Spells in 6 Months	27/07/2010
3 Spells in 6 Months	19/07/2010

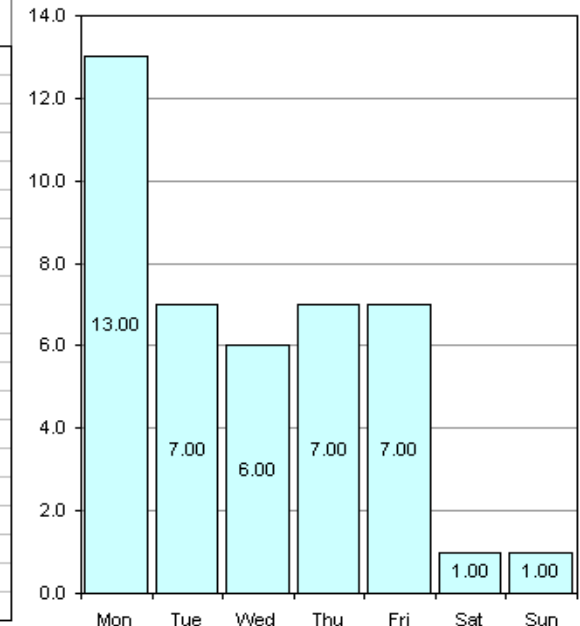
Employee absence history (last 20 absences in the last 12 months, most recent first)

Absence Start	Absence End	Return to Work	Working Days Lost	Hours Lost	Absence Type	Reason
27/07/10	12/08/10	13/08/10	13	97.50	MEDICAL	Back Problem
19/07/10	19/07/10	20/07/10	1	7.50	MEDICAL	Cough and/or cold
14/07/10	15/07/10	16/07/10	2	15.00	MEDICAL	Gastrointestinal
21/06/10	29/06/10	01/07/10	6	48.00	NON-MEDICAL	Care of a dependant
21/06/10	23/06/10	24/06/10	3	22.50	MEDICAL	Gastrointestinal
01/06/10	14/06/10	15/06/10	12	90.00	MEDICAL	Musculo-Skeletal (not back problem)
25/02/10	01/03/10	02/03/10	3	23.00	MEDICAL	Ear, Nose and Throat
24/02/10	25/02/10	26/02/10	2	15.00	MEDICAL	Gastrointestinal

Days lost per employee in the last 12 months (Medical absences only)



Days lost per weekday in the last 12 months (Medical and Non-Medical absences)



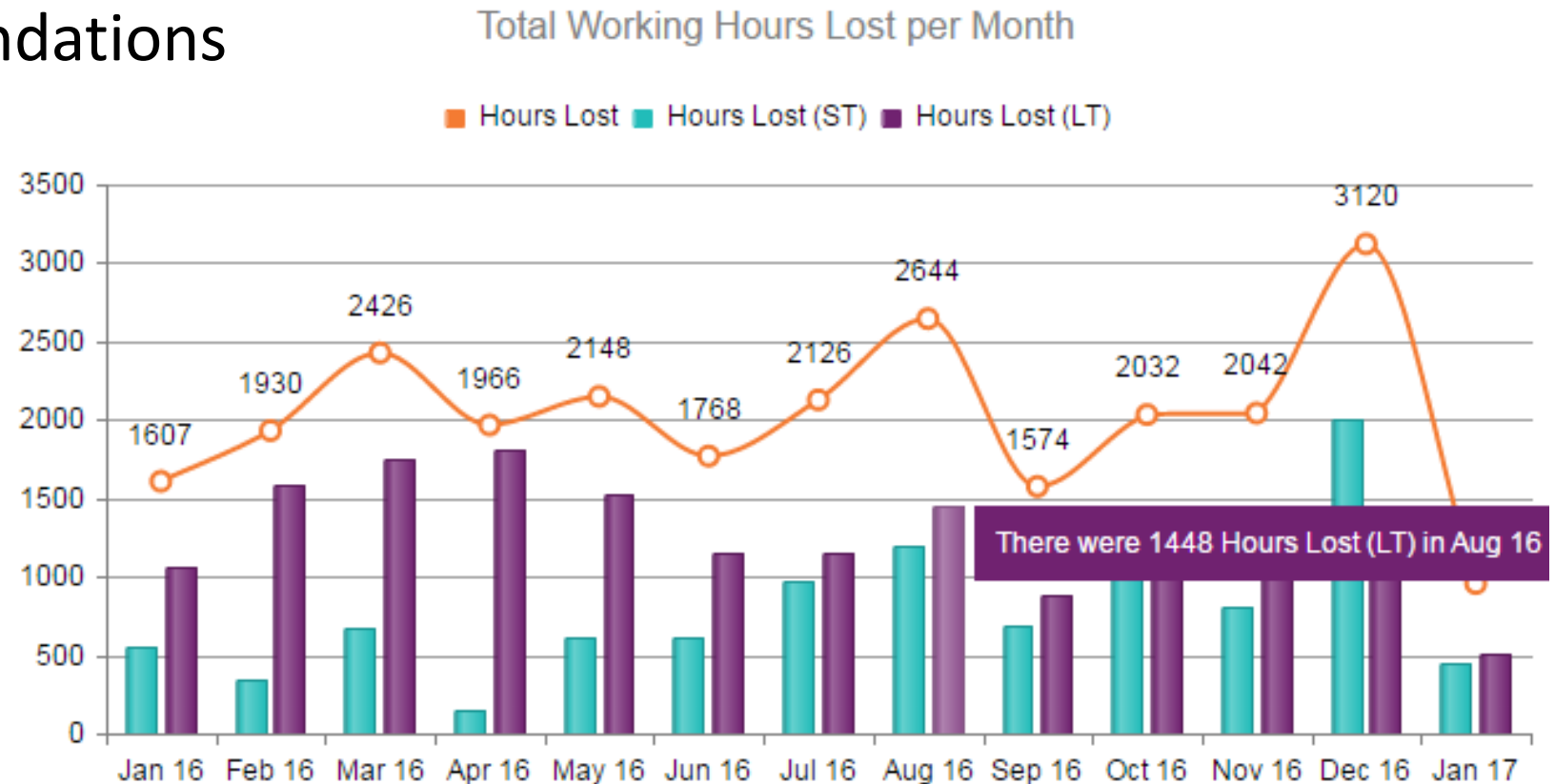


Strategic Operational Effectiveness

Strategic Steps Towards Healthier Employees



- Insight & recommendations
- Accurate data
- Trend analysis
- Benchmarking
- Strategic approach



Report for: Staffing & Remuneration Committee, 26th June 2017

Item number:

Title: Senior Management Team Structure Changes

Report authorised by : Zina Etheridge, Interim Chief Executive

Lead Officer: Richard Grice, Director of Transformation and Resources

Ward(s) affected:

Report for Key/

Non Key Decision: Non Key Decision

1 Describe the Issue Under Consideration

1.1 The report gives details interim changes that have been made to the senior management structure of the organisation. These changes follow on from permanent changes made to other management levels that were reported to Committee in February and April this year.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 The Committee note the changes to the senior management structure outlined in Section 6.

4 Reason for Decision

4.1 The restructure has been designed to maintain stability and focus at a senior officer level in the Council for an interim period.

5 Alternative Options

Not applicable.

6 Background information

6.1 The interim changes will be actioned by an agreed, time limited variation to each of the individuals' existing contract of employment. The changes will affect the following posts -

- Deputy Chief Executive
- Chief Operating Officer
- Assistant Director Transformation & Resources
- Assistant Director Commercial & Operations

The new interim structure is attached at Appendix 1.

- 6.2 There is a need to fill the interim vacancy of Deputy Chief Executive to provide strategic leadership across Adults, Children's and Public Health divisions. This post will be filled on an interim basis by the current Chief Operating Officer.
- 6.3 The post of Chief Operating Officer (COO) will not be filled during the period of the interim structure. Instead, the three main areas of COO responsibility will be led by two Interim Directors and a new post of Chief Finance Officer. When appointed, it is likely that the Chief Finance Officer post will be designated with the Section 151 Officer responsibilities and a report will be taken to Full Council in that respect. Prior to that appointment, and subject to the required approval being obtained for the designation of the Interim Deputy Chief Executive as the Council's Section 151 Officer, Section 151 responsibilities will remain with Tracie Evans in her role as Interim Deputy Chief Executive.
- 6.4 The post of Assistant Director of Transformation & Resources will be redesignated as Interim Director of Transformation & Resources. Responsibilities will cover the current Assistant Director portfolio plus Customer Services and Libraries from the COO portfolio.
- 6.5 The post of Assistant Director Commercial & Operations will be redesignated as Interim Director Commercial & Operations. Responsibilities will cover the current Assistant Director portfolio plus the Shared Service Centre from the COO portfolio.
- 6.6 The changes to the senior management team structure have been designed to be cost neutral. The Chief Finance Officer is the only post that has been newly created and this will be offset by retaining the post of Chief Operating Officer as a vacancy while the current postholder takes on the responsibility of the interim Deputy Chief Executive role.
- 6.7 The Interim Director posts will be paid at the same salary as the current Assistant Director posts.
- 6.8 If and when permanent appointments are made to any SLT level post, the Interim Chief Executive will bring a report to the Committee seeking its approval for such appointments, in accordance with Part 4 Section K of the Council's Constitution.

7 Contribution to strategic outcomes

Not applicable.

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

Assistant Director of Corporate Governance

- 8.1 There are no legal implications arising from this report.

Chief Finance Officer

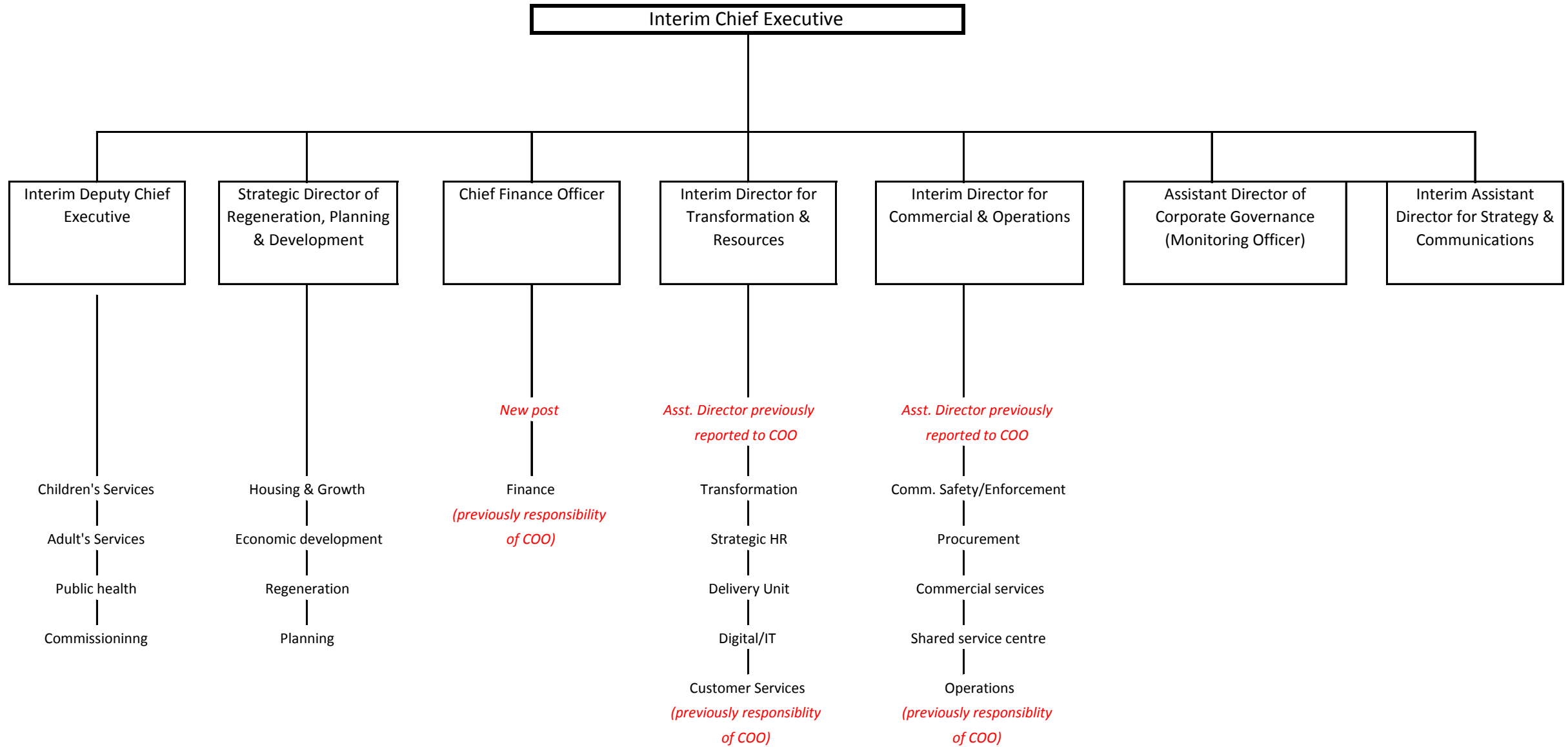
9 Use of appendices

Appendix 1: SLT Roles and Membership

- 10 Local Government (Access to Information) Act 1985**
Not applicable

This page is intentionally left blank

Appendix 1: Senior Management Team Structure



This page is intentionally left blank

Report for: Staffing & Remuneration Committee, 26th June 2017

Item number:

Title: Performance Management Report, Q4 January – March 2017

Report

authorised by : Richard Grice, Assistant Director Transformation & Resources

Lead Officer: Carole Engwell, HR Quality Assurance Manager .

Ward(s) affected: N/a

Report for Key/

Non Key Decision: N/a

1. Describe the issue under consideration

The report provides the Committee with data relating to the workforce, including non-employed workers, equalities and sickness absence data for the period January to March 2017.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reasons for decision

Not applicable

5. Alternative options considered

Not applicable

6. Background information

6.1 A Dashboard of information relating to all non-employed workers, sickness absence and workforce data is shown at Appendix 1.

Appendix 2 gives data relating to current Interim Managers & Consultants.

6.2 The period reported includes the savings that were obtained as result of the decision to require all non-employed workers to take up to 12 days annual leave over the Christmas/New Year period. As a result, the combined spend in December and January was approximately £130,000 lower than would normally be expected.

7. Contribution to strategic outcomes

The management controls introduced over the last year have reduced the number of non-employed workers and the spend across the Council. The freeze on non-essential recruitment has contributed to the reduction of

establishment numbers and this, together with the on-going restructuring exercises, is expected to contribute to the reductions outlined in the Workforce Plan and the Medium Term Financial Strategy.

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

8.1 There is a current regime in place supporting the engagement of agency, consultants and interim staff which 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 the needed challenge to ensure that greater focus is placed on moving towards permanent recruitment or the positive and timely delivery of agreed outcomes.

The impact of the reduction in spend on agency and interim staff is reflected in the monthly budget monitoring report.

8.2 The Assistant Director for Corporate Governance notes the contents of this report, and appendices 1 and 2.

Section 149 of the Equality Act 2010 puts the Council under the duty, in the exercise of its functions, to have due regard to the need to :-

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act,

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

A “relevant protected characteristic “ is age , disability, gender reassignment , pregnancy and maternity, race , religion or belief, sex (formerly gender) and sexual orientation . Marriage and civil partnership is a protected characteristic under the Act but not a “relevant protected characteristic”.

Appendix 1 of the report does not provide equalities data in relation to gender reassignment, pregnancy and maternity, religion or belief or sexual orientation. Where the Council is proposing to make staffing decisions, then in order to comply with section 149, it needs to know about the potential differential adverse impact on staff by reference to the protected characteristics under the Act. If data concerning staff’s protected characteristics is not obtained by the Council then the Council may not know about the potential differential adverse impact of staffing decisions on staff who have a particular protected characteristic . For example, if information about staff’s religion/belief and/or sexual orientation is not obtained , then the Council may not know about the impact of a staffing decision on staff who have a particular faith/belief or sexual orientation.

There appear to be no other legal implications arising from this report.

9. Use of Appendices

Appendix 1: Performance Mangement Dashboard

Appendix 2: Details of Q4 Interim Managers & Consultants

10. Local Government (Access to Information) Act 1985

Not applicable.

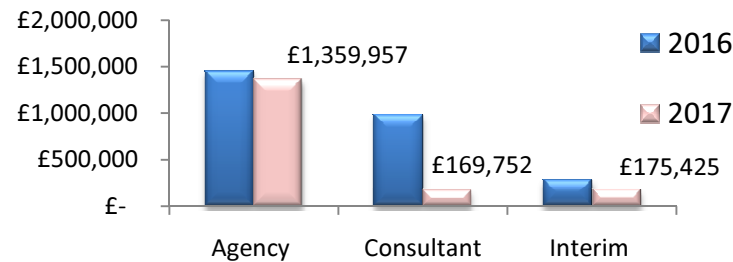
This page is intentionally left blank

Performance Management Report January – March 2017

Staffing & Remuneration Committee
26 June 2017

Off Payroll Workers

Spend March 2016 & March 2017



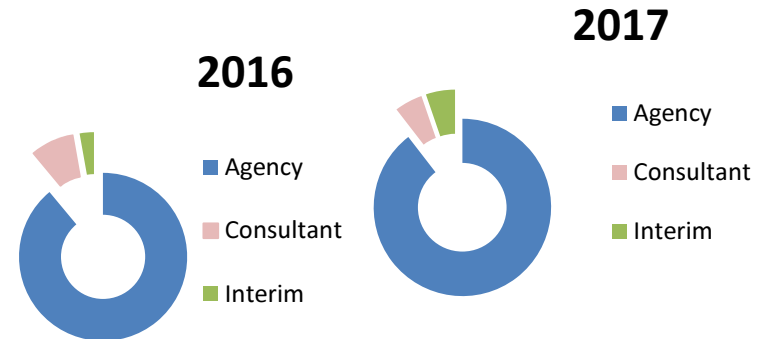
The spend on all non-employed workers has reduced by approximately £1m to £1,705,134 by the end of March 2017. All workers were required to take up to 12 days annual leave over the Christmas/New year which resulted in January costs being approximately £130,000 lower than would be expected in an average month.

IR35 - as a result of the changes introduced in early April, eleven Consultant/interim workers opted either to leave the authority or to amend their working arrangements to a fixed term employment contract.

Pay bill reduction

Since the implementation of the Corporate Plan two years ago, the pay bill for the workforce (excluding senior managers whose pay structure changed during this period) has reduced by **£8.2 m** per year, mainly as a result of teams being re-structured, posts being deleted concurrently, and two voluntary redundancy programmes.

Contracts over 12 months



The number of all contracts has reduced by almost 100 in the last year.

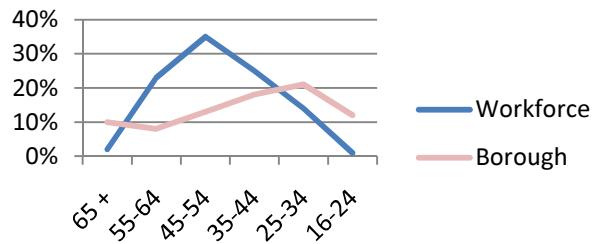
- Agency contracts have reduced by 85 to 335,
- Supernumerary Consultants reduced by 20 to 19
- Interim managers have increased by 7 to 20

As Consultants have been replaced during the year, the day rate they receive has been reducing. This is partly due to an increasing number of Consultants coming onto the market and partly due to a drive internally to reduce costs for new workers.

Interim contracts are relatively short term contracts (an average of 10 months in March 17) which are arranged to maintain service delivery for vacant posts either pending recruitment or during a period of restructure.

Equality profile

Age Profile



There has been little change in the age profile of the borough compared to the resident group. Compared to the borough's population of 52% of working age residents being 35 or under, only 40% of employees are in the same age range. Increased technology has reduced "entry" level posts and the raising of the school leaving age to 18 (unless in employment, education or training) has encouraged more young people to enter higher / further education rather than employment.

Disability



8% of the workforce have a disability compared to **12%** of the resident population who have declared a disability.

1% of the top 5% of earners are people with a disability.

In the last year, **4%** of starters and **13%** of leavers were classified as disabled.

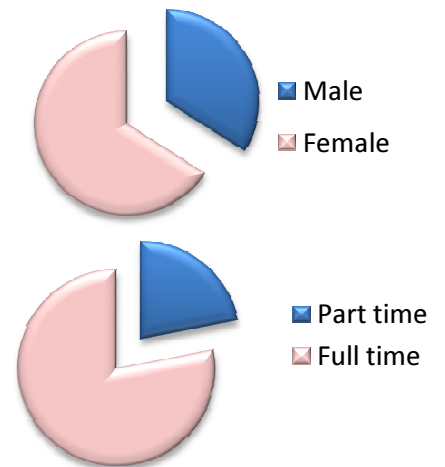
Race



Workforce BAME: 51%
 Borough BAME: 35%
 Workforce White: 30%
 Borough white: 61%

Gender

66% of employees are female and are evenly spread across all pay grades, while male employees are in the minority, most of them are employed in the middle management category. The majority of female staff are employed as junior managers/team leaders. 22% of employees work part time, over half of them are employed in the bottom five pay grades.

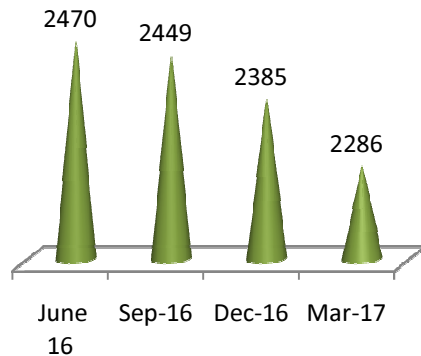


Equalities Data

The exercise to update the equalities data of all staff has been delayed until later this year as it is dependent upon a personal email being provided as part of the move to e-payslips. All new staff are asked to provide data but existing staff, many of whom have been in post since before the Equality Act, have not had their data updated on a regular basis and this has led to gaps in reporting.

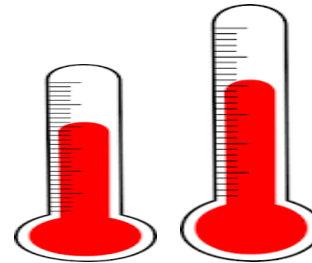
Wellbeing & Headcount

Headcount reduction



Reductions in the last quarter are largely due to the voluntary redundancy programme and organisational restructures being concluded. In the last year, the establishment has reduced by 184 posts.

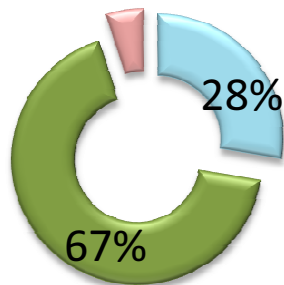
Sickness absence



March 2016: Average: 8.7 days
March 2017: Average: 9.6 days

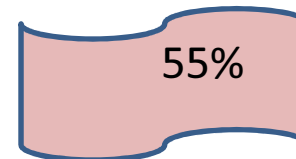
Average days absence in the last year has been 9.5 days. Highest levels of sickness continue to be in demand led areas of Adult and Children's Services -both stressful with high workloads. A seasonal increase in minor ailments for those working outside has also been noted.

Employee assistance programme

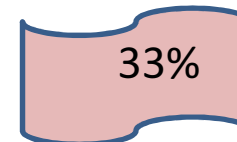


The Programme has been in place since May 2016, Since then, 203 people contacted the EAP to seek advice or help. 67% sought this via the web with 28% being referred for face to face counselling following an OH referral. The remaining 5% were phone consultations.

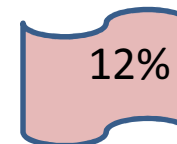
Reasons for seeking advice from the EAP



Employment : including dealing with change: increased workload; coping with a disciplinary or grievance



Personal issues: including bereavement; family relationships or trauma



No category: including cases which had been started with another employer or where the person started to seek help but didn't conclude the counselling / conversation

Appendix 2: Consultants/Interims

Directorate	Contract Status	Service Area	Job title	Contract extensions	Start date	End Date	VFM Status Objectives Met - Yes, No	FTE	Contract length (Months)	Daily Rate	Actual cost in May	Cost for Length of Contract	Reasons for Role
Commercial & Operations	Consultant	Commercial & Operational Services	Programme Manager, Selection & HMOs Scheme	0	14/11/16	30/09/17		0.6	10	£ 750	£ 9,750	£ 97,500	To lead the P3 programme and more recently the reorganisation of the business unit. The reorganisation of the service will deliver a £750K saving by 2018/19.
Commercial & Operations	Consultant	Commercial & Operational Services	Procurement Project Manager	2	02/03/16	15/07/17		0.6	16	£ 535	£ 6,955	£ 111,280	To project managing the implementation of a sourcing and contract management system for procurement to support the new operating model
Commercial & Operations	Interim	SSC (Finance)	Capital Accountant	3	17/10/16	31/07/17	Yes	1	9	£ 408	£ 8,568	£ 77,112	The Council does not currently have in-house expertise in capital accounting. This is a highly technical role and critical in terms of completing the Annual Accounts and explaining those judgements and transactions to the External Auditor.
Deputy Chief Executive	Consultant	Children's Services	Business Analyst	3	01/04/17	30/06/17		1	2	£ 450	£ 9,450	£ 18,900	This is a vital role within Childrens/Adults services to review the financial controls and processes across the services and develop a consistent and robust future model. This work will also contribute to the delivery of MTFS savings by developing the mechanism in which to provide financial assessments, budget management and projections.
Deputy Chief Executive	Consultant	Children's Services	Financial Modeller	0	14/11/16	31/08/17		1	9	£ 450	£ 9,450	£ 85,050	This post is to support the analysis underpinning the MTFS and is a priority for P1. There is no in house expertise available to undertake these duties and so it was agreed at P1 Budget subgroup that we could recruit an interim.
Deputy Chief Executive	Consultant	Children's Services	Signs of Safety Project Lead	2	11/08/16	30/09/17		0.6	13	£ 390	£ 5,070	£ 65,910	He has successfully implemented SOS in a number of other authorities. He is responsible for introductory one day training, SoS practice leaders development, supporting the SoS executive group to deliver the implementation plan. Updating the implementation plan. Supporting teams to practice SOS in individual case work and direct work with children and reporting on his work and progress to a range of fora. This is a one year, time limited project
Finance	Consultant	Finance	Capital Finance Consultant	0	01/04/17	30/09/17		1	5	£ 574	£ 12,054	£ 60,270	A supernumerary role needed to oversee the monitoring & scrutiny of the financial implications of the Council's 10 year capital strategy.
Finance	Consultant	Finance	Financial analyst	0	16/01/17	30/09/17		1	8	£ 537	£ 11,277	£ 90,216	Covering a vacancy which has not proved possible to recruit to on a permanent basis. The role is to be reviewed as part of smaller restructure of the finance area.
Finance	Consultant	Finance	Schools Finance Manager	0	23/11/16	30/06/17		1	7	£ 514	£ 10,794	£ 75,558	Filling business critical post as the key financial liaison with Schools
Finance	Interim	SSC (Finance)	Principal project accountant	0	27/03/17	30/09/17	Yes	1	6	£ 390	£ 8,190	£ 49,140	To provide high quality financial information, modelling, analysis and advice to budget holders to support decision making and budget management and to contribute to the mitigation or resolution of financial issues, challenges and risks.
Finance	Interim	Finance	Finance Business Partner - COO	0	13/03/17	30/08/17	Yes	1	5	£ 431	£ 9,051	£ 45,255	Filling business critical post to provide financial support and expertise to managers within the portfolio area of Priority X.
Finance	Interim	SSC (Finance)	Principal project accountant	0	01/04/17	30/09/17	Yes	1	5	£ 402	£ 8,442	£ 42,210	To provide high quality financial information, modelling, analysis and advice to budget holders to support decision making and budget management and to contribute to the mitigation or resolution of financial issues, challenges and risks.
Finance	Interim	Finance	Procurement Finance Adviser	0	16/01/17	31/08/17		1	7	£ 593	£ 12,453	£ 87,171	On going supernumerary role to provide procurement & financial due diligence which is required for regeneration projects.
Finance	Interim	Finance	Chief Accountant	0	24/01/17	31/08/17		1	7	£ 593	£ 12,453	£ 87,171	A critical role which is required to close the Council's accounts ending 31.03.17, continuity is needed and the role will be required until publication of accounts.
Regeneration, Planning & Development	Consultant	Regeneration Strategy	Project Adviser – Development Vehicle	4	12/09/15	31/08/17		0.2	23	£ 870	£ 3,480	£ 80,040	Essential project resource for the procurement of the joint venture partner for the HDV, the level of capacity and expertise required was not available elsewhere in the Council. It is anticipated that Cabinet decisions will be made in the Summer.
Regeneration, Planning & Development	Consultant	Strategic Property Unit	Property Assets Manager/Property Advisor		09/06/14	30/06/17		0.4	36	£ 435	£ 3,480	£ 125,280	Leading on Property Review work - Asset Management Plan & Options appraisals to rationalise our property portfolio.

Appendix 2: Consultants/Interims

Regeneration, Planning & Development	Consultant	Property Services	Property Adviser	0	01/12/16	17/11/17		0.8	11	£ 520	£ 8,840	£ 97,240	The role of Property Adviser is to provide strategic professional property advice to support delivery of the Tottenham and Wood Green regeneration projects. This includes advising on council ownership and property interests to maximise value and unlock opportunities to deliver on council priorities and negotiating property transactions – acquisitions and disposals – to maximise the value of the council's portfolio.
Regeneration, Planning & Development	Interim	Building Control	Structural Engineer	4	12/01/15	30/06/17	Yes	1	29	£ 246	£ 5,166	£ 149,814	Covering an existing vacancy pending the restructure in Building Control. His role involves checking structural calculations in regard to Building Regulation applications, inspecting dangerous structures, inspecting and reporting on structural defects on all Haringey Buildings, preparing and managing structural repair schemes and structural inspections relating to Highways. This work is fee generation work, and is also covered by the fees generated by Building Regulation applications.
Regeneration, Planning & Development	Interim	Housing Strategy & Transformation	Development & Enabling Manager	6	27/11/14	30/06/17	Yes	1	31	£ 563	£ 11,813	£ 366,188	Responsible for housing supply & enabling and for the implementation of the housing investment & estate renewal strategy including the new build programme.
Regeneration, Planning & Development	Interim	Planning	Head of transport policy & strategy	5	29/10/14	30/06/17	Yes	1	32	£ 420	£ 8,820	£ 282,240	To lead the progression of the Haringey Local Plan through to adoption. The plan comprises Alternation to strategic policies; site allocations DPD; development management policies, Tottenham area action plan and Wood Green area action plan.
Regeneration, Planning & Development	Interim	Regeneration Strategy	Programme Manager (Housing Devpt)		12/10/16	30/06/17	Yes	1	8	£ 452	£ 9,492	£ 75,936	To act as client side / commissioner ensuring supply initiatives for New Build programme are planned and delivered as coherent programme. Brings expert skills in construction programme planning & delivery not available in current team.
Transformation & Resources	Consultant	Programme Office	Change Manager (Shared business support project)	3	14/01/16	31/08/17		1	19	£ 536	£ 11,256	£ 213,864	Required until end of August 2017 to finalise work on the development and implementation of the Shared Business Support function and to process the re-engineering approach as part of the Ways of Working programme.
Transformation & Resources	Interim	Transformation HR	Head of HR Transformation	0	03/04/17	30/12/17	Yes	1	8	£ 836	£ 17,556	£ 140,448	To cover existing vacancy with specific brief to report on all aspects of HR transformation, with the focus being on transformation of services across the organisation
Transformation & Resources	Interim	Transformation HR	Senior HR Business Partner	0	08/05/17	07/08/17	Yes	1	3	£ 520	£ 10,920	£ 32,760	Providing essential HR support during recruitment to the permanent role. Post required to provide professional HR support senior managers across the organisation; to support with the implementation of the Workforce Plan in directorates and to provide HR related reports to SLT as/when required.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank