

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Monday, 26th March, 2018, 7.00 pm - Civic Centre, High Road,  
Wood Green,**

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

**Co-optees/Non Voting Members:**

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 11 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 - 4)**

To confirm and sign the minutes of the meeting held on 5<sup>th</sup> February 2018

#### **7. PROPOSED CHANGES TO THE FAMILY FRIENDLY POLICIES ON THE BIRTH OF PREMATURE BABIES (PAGES 5 - 16)**

Report of the Interim Director of Transformation & Resources recommending an introduction of additional paid leave to staff who experience premature births for each week that a baby is born prematurely.

#### **8. PEOPLE REPORT - DECEMBER 2017 (PAGES 17 - 20)**

Report of the Interim Director for Transformation and Resources outlining the new People Report which combines key workforce data and analysis

#### **9. SENIOR MANAGEMENT RESTRUCTURE**

Report to follow.

#### **10. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS (PAGES 21 - 34)**

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

## **11. NEW ITEMS OF URGENT BUSINESS**

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

Susan John, Principal Committee Co-ordinator  
Tel – 020 84892615  
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Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 16 March 2018

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**MINUTES OF THE MEETING OF THE STAFFING AND  
REMUNERATION COMMITTEE HELD ON MONDAY, 5TH  
FEBRUARY, 2018, 7.00 pm**

**PRESENT: Councillors: Raj Sahota (Chair), Zena Brabazon (Vice-Chair),  
Jason Arthur and Liz McShane**

**59. 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.

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

There were apologies for absence from Councillor Ross.

**61. URGENT BUSINESS**

There were no items of urgent business put forward.

**62. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

**63. MINUTES**

The minutes of the meeting held on 14th December 2017 and the special meetings held on the 4th & 14th December 2017 were agreed as a correct record of the meetings.

**64. SENIOR MANAGEMENT RESTRUCTURE**

The Chief Executive presented the report which detailed the intended restructure of the Council's Senior Management Team which will affect the Corporate Leadership Group (CLG).

Zina Etheridge explained that as she has now been appointed on a permanent basis it would be appropriate to also move the CLG to a more permanent structure to create stability especially as the elections in May could cause a measure of political instability within the Council.

The Committee agreed with the decision and raised concerns over the current structure namely that it was confusing with the number of interim positions and included roles that were too wide in their responsibilities and tasks. It was highlighted that this created ambiguity around how Council Services linked and worked together

and could also cause potential ownership issues if problems were to arise. The Chief Executive reported that a planned consultation with senior staff was to take place where views would be considered to ensure that the new structure was coherent.

In response to a query from the Committee regarding the issues that occur relating to cross over between the Housing & Regeneration and Planning departments, the Chief Executive agreed to consider this in the consultation and decision making process.

**RESOLVED**

That the Committee note the contents of the paper.

**65. PAY REVIEW - APRIL 2018**

The Reward Strategy Manager introduced the report which presented an updated Pay Policy Statement which is due for publication in April 2018.

The Committee discussed details of the changes to the National Joint Council pay arrangements and the subsequent impact this would have on Haringey Council. It was noted that aiming to achieve the Government's target of a National Living Wage has caused a compression in certain pay bands which can only be resolved by increasing the bottom rate of pay by an additional 12% in year one and introducing a new pay spine in year two.

The Rewards Strategy Manger presented a briefing note that provided up to date figures as of that day which were reviewed and discussed by the Committee. While considering the amount that increasing the pay points would have on the pay bill it was noted that the £2.9m had been included in the budget.

The Committee next reviewed the parameters for the conduct of the senior manager pay review and noted that the budget for this pay award remained at 2%.

Following a question regarding the split of level C in the summary of senior management roles the Committee commented that it was a good idea that consideration had been made for senior professionals as well as those managing staff. They felt that it was important and a good principal to pay staff for having high level skills as well.

**RESOLVED**

That the Committee:

- Note the changes to the National Joint Council pay arrangements for local authority staff.
- Approve the parameters for the conduct of the Senior Manager Pay Review for 2018 as set out in this report.

**66. PAY POLICY STATEMENT 2018-19**

The Reward Strategy Manager introduced the report which sought approval for the draft Pay Policy Statement 2018/19. It was noted that an annual Pay Policy Statement was requirement of the Council and would need to be agreed and recommended by the Staffing & Remuneration Committee for approval by Full Council in March.

The Committee discussed the details of the policy statement which included reports on areas like the gender pay gap analysis.

It was noted that the Council's pay multiple of highest to lowest ratio of 9.5 was lower than average in comparison to other Local Authorities.

**RESOLVED**

That the Committee:

- Approve the draft Pay Policy Statement 2018/19, attached at Appendix A.
- Authorise the Interim Director of Transformation & Resources in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as he considers minor.
- Remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 19th March 2018.

**67. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS**

**RESOLVED**

That the Committee note the delegated decision to appoint Jon Warlow as the Deputy Chief Finance Officer effective from 4<sup>th</sup> January 2018 for a period of 6 months.

**68. NEW ITEMS OF URGENT BUSINESS**

None.

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

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.

**70. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS**

The Committee noted the exempt delegated decisions, significant actions and urgent actions as presented at the meeting.

**71. EXEMPT MINUTES**

The exempt minutes of the special meetings held on 4th and 14th December 2017 were agreed as a correct record of the meetings.

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

None.

CHAIR: Councillor Raj Sahota

Signed by Chair .....

Date .....



**Report for:** Staffing & Remuneration Committee 26<sup>th</sup> March 2018

**Item number:** 7

**Title:** Report on proposed changes to the family friendly policies on the birth of premature babies

**Report authorised by :** Richard Grice

**Lead Officer:** Liz Hammond

**Ward(s) affected:** None

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

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

- 1.1 This report makes recommendations to introduce additional paid leave to staff who experience premature births for each week that a baby is born prematurely (before 37 weeks gestation). The additional paid leave will be for each week that the baby is born prematurely to the point that the baby leaves hospital or reaches their due date (whichever is the earlier).

## **2 Cabinet Member Introduction**

N/A

## **3 Recommendations**

- 3.1 That Haringey will extend their maternity and paternity policies to include a provision for parents who experience premature births. With paid leave for each week that the baby is both prematurely (before 37 weeks gestation). The additional paid leave will be for each week that the baby is born prematurely to the point that the baby leaves hospital or reaches their due date (whichever is the earlier).

## **4 Reason for Decision**

- 4.1 Parents who suffer from premature births are likely to be at risk of severe anxiety, postnatal depression and delayed ability to bond with their babies. The baby is likely to be at risk of ongoing medical problems that continue after the baby has been released from full time hospital care. The recommendations aim to support these parents by providing additional paid or unpaid leave (to be agreed).

## **5 Alternative Options Considered**

5.1 To remain as we currently are with no additional provision for parents of premature babies.

## **6 Background:**

6.1 Haringey Council remain committed to providing a total reward package for staff that takes into account the differing lifestyles of our workforce with a view to producing a variety of benefits that will have an appeal to all its employees.

Haringey currently offers:

- A generous final salary pension scheme (either through LGPS, Teachers or NHS) with additional benefits of life and ill health cover
- Holiday trading – the ability to purchase annual leave
- Tax free childcare vouchers
- Cycle to work loan scheme
- Retail discounts (entertainment, health, finance, motoring, shopping and travel)
- Employee Assistance Programme (advice and emotional support to employees and their families)
- Long Service Award (20 years)
- Savings – London Capital Credit Union
- Health Cash Plan
- Free eye tests
- Subsidised leisure and gyms
- Local deals

In addition Haringey offer their permanent staff a generous annual leave allowance, sickpay provision, enhanced maternity, parental leave and paternity leave, enhanced redundancy and flexible working.

In order to enhance the benefits Haringey has on offer this report focuses on the often-distressing time that parents can experience when a baby is born prematurely, with a proposal to provide additional leave for those parents who experience a premature birth.

Waltham Forest Council were featured in the Evening Standard on the 2 January 2018 as the first Council to provide additional leave, either maternity or paternity leave, to parents who have a baby born prematurely. A premature birth is classified by the NHS as a baby being born before 37 weeks gestation.

Waltham Forest have adopted a policy whereby a mother or father are entitled to an additional 7 days leave (one week) for every week that a baby is born prematurely (before the 37<sup>th</sup> week of gestation/3 weeks before the expected due date). The calculation is based from the date the baby is born up to the date the baby is discharged from full time hospital care or has reached the original due date (whichever is the earlier). The additional leave is paid.

Official statistics from an 'Action Research' report that there are 61,000 (approximately 1 in every 8 babies) premature births in the UK each year, of which 1,000 of these babies will die.

In the UK maternity leave is triggered the day a baby is born, irrespective of when the original due date is. Normally the earliest maternity leave can start is 11 weeks before the expected week of childbirth. If an employed mother is off work for a pregnancy-related illness in the 4 weeks before the week that the baby is due, her maternity leave and pay will start automatically. If a baby is born prematurely their development can be severely affected and these babies often spend weeks, up to their due date and beyond, in a special care unit in hospital where their parents have limited access to be able to hold, bond and care for their baby. In many of these cases when these babies are released from full time hospital care they are still under hospital care, with many outpatient appointments and with continuing medical problems.

A Charity called 'The Smallest Things' was launched in 2014 by Catriona Ogilvy, a Children's Occupational Therapist whose son was born at 30 weeks. The Charity has been seeking support from government to make a policy change to family friendly policies on premature births.

The key aims of the charity are to:

- Promote the good health of premature babies and their families
- Raise awareness of premature birth and the needs of families following intensive care.
- Promote high quality care for mothers affected by postnatal depression, anxiety and symptoms of post-traumatic stress disorder associated with premature birth.

Appendix 1 sets out the aims of the Charity. As a compassionate employer Haringey wishes to support the Charity's aims and lead by example by extending maternity and paternity provision for parents of premature babies.

### **6.2 The impact of premature birth on society**

- Premature Baby Charity Bliss estimates that the average cost to parents of spending time with their premature baby in neonatal care is £2,256.
- Specialist care is usually provided for premature or sick babies in a specialist newborn (neonatal) unit. Babies may be transferred to a different or specialist hospital if the treatment or specialist care they require is not available in the area where they were born.
- 40% of mothers develop postnatal depression following neonatal intensive care, compared to 5-10% of mothers who deliver without complication at full-term.
- More than half of mothers report anxiety and symptoms of Post-Traumatic Stress Disorder following neonatal intensive care.
- 1 baby in 8 is born prematurely and will remain in hospital until its due date.
- Parents are often unable to spend any quality time with their premature babies for a substantial period of their maternity/paternity leave.

Haringey currently has approximately 130 maternity leaves per annum (average over the last 3 years) but it is not possible to say how many of these have experienced premature births. National statistics suggest this is likely to affect 16 individuals per annum.

### **6.3 Financial Impact**

It is difficult to put an exact number on the potential financial impact of this decision but in order to provide an estimate the following rationale has been used:

- If we take the national average of premature births, divided by the average number of females per annum taking maternity leave in Haringey = 16 females are likely to experience a premature birth.
- We do not have any figures for how many men currently take paternity leave and we have a lower percentage of males than females so for the purpose of this exercise it has been assumed that 10 staff whose partners give birth to a premature baby will request taking Premature baby leave as additional paternity leave.
- We assume that any baby born at 28 weeks or later could be a viable birth.
- We know that a premature birth is a baby born at 37 weeks or earlier
- We can therefore take the average number of weeks born premature to be 33 = an average of 6 weeks additional paid leave
- The average salary paid across the Council is £34,500 – Weekly £663
- The calculation would therefore be (females)  $16 \times 6 \times £663 = £60,768$ , (males)  $10 \times 6 \times £140.98$  (Statutory paternity pay) = £8,458.80. **Total estimated cost = £69,226.**

**Note: the above calculation is very much an estimate, based on worst case scenario, has been based on base salary only, does not include on costs and it should be noted that not all premature babies will necessarily remain in hospital until their original birth date.**

#### **6.4 Recommendation**

It is recommended that Haringey will commit to all 3 aims of the ‘Smallest Things’ campaign recommendations as follows:

- **Extend maternity leave for mothers who give birth prematurely** (before 37 weeks gestation) by the number of weeks a baby was born prior to their due date, up to the point of discharge from hospital or reaches their original due date (whichever is the earlier). We will pay extended premature baby leave at full pay and this may be classed as compassionate leave.
- **Give dads the time they need to be with their baby in hospital**, receiving at least two weeks’ paid compassionate leave on the birth of their premature baby. Fathers may wish to save or split their paternity leave, being there when their baby comes home from hospital. We understand that plans may change depending upon the baby’s medical needs, that additional compassionate leave may be required and that the date a baby will come home from hospital is rarely set in stone. As in point 1 the leave will be limited to the date of the baby’s discharge from hospital or reaches its original due date (whichever is the earlier).
- **Support parents returning to work following the birth of a premature baby.** We understand that returning to work can be a difficult time for parents of premature babies and that babies born too soon can have ongoing medical needs, requiring regular hospital appointments and check-ups. We therefore follow the ACAS best practice guidance, considering formal and informal flexible working patterns and offering additional paid or unpaid leave.

Haringey’s Maternity Employee Information Pack currently states:

##### *Premature Birth*

*Where a baby is born prematurely the amount of maternity leave may be affected. Each case will be considered according to the circumstances.*

It is **recommended** that Haringey's maternity employee information pack should be updated to include the following additional section.

### **Smallest Things campaign: Premature Baby Leave and Pay**

The Council wants to take a proactive step to assist its employees, dealing with the premature birth of their baby which is why it has adopted one of the 'Smallest Things' campaign recommendations to provide additional Premature birth leave and pay for the parents of babies who are both prematurely. Consideration will also be given to enabling parents of premature babies to operate flexible working patterns to enable them to meet the ongoing needs of hospital appointments and check-ups.

With effect from 1 April 2018, parents of babies born at or before 37 weeks gestation will be entitled to ***receive an extra week's Premature Baby Leave and Premature Baby Pay for every week their premature baby spends in hospital before their due date.***

#### **Birth Mothers:**

For premature birth, maternity leave commences on the day after the baby is born. However, arrangements will be made for any Premature Baby leave to be added to the end of the maternity leave period so that the time lost while in hospital can be enjoyed when the baby is at home. In relation to Premature Baby Pay, an additional full week's payment for the applicable weeks that the baby spends in hospital up to the point of discharge or reaches its original due date (whichever is the earlier) will be made to the employee at the end of their Maternity Pay period. This payment will not affect their normal entitlement to Statutory Maternity Pay, Occupational Maternity Pay or Maternity Allowance, as applicable. As a manager you must remind the parent that they must complete the Premature Baby Special Leave form. No claim will be accepted without the required supporting documentation.

**Partners:** Arrangements will be made for any Premature Baby leave to be added to the employee's entitlement so that the time lost while in hospital can be enjoyed when the baby is at home. In relation to Premature Baby Pay, an additional full week's payment for the applicable weeks while the baby remains in hospital up to the point of discharge or reaches its original due date (whichever is the earlier) will be made to the employee once the claim and supporting documentation has been authorised. This payment will not affect their normal entitlement to Maternity Support Leave or Paternity leave, as applicable. As a manager you must remind the parent that they must complete the Premature Baby Special Leave form. No claim will be accepted without the required supporting documentation.

It is important that the parent of the premature baby advises the HR SSC of the premature birth by completing the Premature Baby Special Leave form and attaches the required supporting documentation so that the necessary arrangements can be made for the Premature Baby Pay and leave to be implemented. Once the form has been completed please forward to your manager for authorisation before passing to the SSC for processing. Any queries regarding this scheme or extending an employee's entitlement can be discussed with Human Resources.

It is important to note that the employee's normal entitlement to maternity pay will continue to apply and will not be affected by this scheme.

It is **recommended** that the maternity leave guidance for managers be updated to include the following wording:

## **“Supporting employees dealing with premature birth**

Premature birth is one of the most stressful experiences a new parent can face. Although congratulations may not feel appropriate, it is important that the manager acknowledges the birth of the baby and approaches all conversations regarding the situation with compassion and sensitivity.

To support employees during this difficult time the Council asks that the line manager:

- Ensures that employees have provided documents required to commence their maternity leave payments. Due to the unexpected nature of premature birth this may not have happened. If this is the case employees should be reminded of the requirements to ensure that their Statutory and Occupational Maternity payments can commence as quickly as possible following the birth. Managers should bear in mind that this is a very stressful time for parents and any communication regarding this or other matters should be approached sensitively and compassionately.
- Parents are to be reminded to complete the Premature Baby Special Leave form in order to claim additional paid leave.
- Discusses the best method of and regularity of contact to be maintained between the Council and the employee or their nominated representative during this time, respecting the employee’s right to privacy if the employee would prefer to be left alone during this difficult time.
- Discusses with the employee the information that they would like their colleagues to be told about the situation.
- Understand that parents of premature babies are likely to experience a range of emotions caused by their babies’ health; these emotions could include anxiety, depression, isolation, stress and fear.
- Reminds the employee of the Council’s Employee Assistance Programme (run by People at Work) which offers free confidential advice and counselling. This is a free and fully confidential service available 24 hours per day / 7 days a week, 365 days a year, provided by an external provider. Employees and their household members can contact the provider free of charge for advice and support for:
  - counselling services;
  - Information and guidance similar to that provided by the Citizens Advice Bureau;
  - Free legal and financial advice.

The EAP is run by People at Work and they can be contacted 24/7 as follows

Phone: 020 3286 1545

Email: [support@peopleatwork.co.uk](mailto:support@peopleatwork.co.uk)

Website: [peopleatwork.co.uk](http://peopleatwork.co.uk) (to access our pages click the My EAP link on top right of home page, enter Organisation Haringey and Password Support10.

- When the employee does return to work that, if requested, consideration will also be given to enabling parents of premature babies to operate flexible working patterns to enable them to meet the ongoing needs of hospital appointments and check-ups if this is required.

## **7 Contribution to strategic outcomes**

Haringey are keen to be viewed as a good and inclusive employer and implementing this recommendation would support that aim.

## **8 Statutory Officers' comments**

### **8.1 Chief Finance Officer**

If it is agreed that this policy change is introduced as paid leave the relevant service areas (on a pro rata basis) will need to build into their budget forecasts an appropriate amount as they will be responsible for the additional cost.

### **8.2 Assistant Director of Corporate Governance**

In September 2017, ACAS published new advice to help support working parents with premature babies. ACAS state that there are 95,000 premature or sick babies born each year in the UK.

The proposed changes to the maternity employee information pack go beyond the legal minimum requirements of the council as required in the Maternity and Parental Leave etc Regulations 1999 and Employment Rights Act 1996.

By ensuring that the baby's father/mother's partner is treated equitably with the birth mother the risk of a claim for sex discrimination is reduced.

## **9 Use of Appendices**

Appendix 1 – Information on Charity “The Smallest Things”

Appendix 2 – Premature baby additional paid leave request form

## **10 Local government (Access to Information) Act 1985**

Not applicable.



## APPENDIX 1

### Charity – The Smallest Things

#### Our Aims

- Promote the good health of premature babies and their families
- Raise awareness of premature birth and the needs of families following intensive care.
- Promote high quality care for mothers affected by postnatal depression, anxiety and symptoms of post-traumatic stress disorder associated with premature birth.

#### Key Details:

- Premature Baby Charity Bliss estimates that the average cost to parents of spending time with their premature baby in neonatal care is £2,256
- 40% of mothers develop postnatal depression following neonatal intensive care, compared to 5-10% of mothers who deliver without complication at full-term.
- More than half of mothers report anxiety and symptoms of Post-Traumatic Stress Disorder following neonatal intensive care.

#### Alison Johnstone MSP's motion to the Scottish Parliament

##### **Extending Maternity and Paternity Leave for Parents of Premature Babies**

That the Parliament notes the campaign, The Smallest Things, which is calling on the UK Government to extend maternity and paternity leave and statutory maternity pay for parents of babies who are born prematurely; understands that, according to research by Bliss, there are an estimated 5,800 babies born every year in Scotland who require specialist neonatal hospital care; further understands that this extended period of care can have a serious impact on the health, wellbeing and financial security of the families concerned, including those in Lothian, and notes the introduction of the Maternity and Paternity Leave (Premature Birth) Bill in the House of Commons, which is a private member's bill that seeks to extend leave in these circumstances.

#### **The Smallest Things charity asks organisations to adopt the 3 following recommendations:**

- **Extend maternity leave for mothers who give birth prematurely** (before 37 weeks gestation) by the number of weeks a baby was born prior to their due date, up to the point of discharge from hospital or reaches their original due date (whichever is the earlier). We will pay extended leave at full pay and this may be classed as compassionate leave.
- **Give dads the time they need to be with their baby in hospital**, receiving at least two weeks' paid compassionate leave on the birth of their premature baby. Fathers may wish to save or split their paternity leave, being there when their baby comes home from hospital. We understand that plans may change depending upon the baby's medical needs, that additional compassionate leave may be required and that the date a baby will come home from hospital is rarely set in stone.
- **Support parents returning to work following the birth of a premature baby.** We understand that returning to work can be a difficult time for parents of premature babies and that babies born too soon can have ongoing medical needs, requiring regular hospital appointments and check-ups. We therefore follow the ACAS best practice guidance, considering formal and informal flexible working patterns and offering additional paid or unpaid leave.



**APPENDIX 2**

**HARINGEY COUNCIL**  
**SPECIAL LEAVE REQUEST FORM – Premature births**

This leave form applies to mothers who experience a premature birth (a baby born before 37 weeks gestation). This form must be completed in order to claim additional weeks paid leave from the date of the birth to the date that the baby either (a) is discharged from hospital or (b) reaches the expected normal due date – whichever is the earlier.

This form also applies to the partner of the birth mother who wishes to apply for additional paternity leave.

The additional payment and leave will only apply to whole weeks.

<b>NAME:</b>			
<b>Directorate and Service:</b>		<b>SECTION:</b>	
<p>I wish to apply for special additional premature baby leave from the date of my baby's birth (Please insert the date your baby was born).....</p> <p>To – either the date the baby was discharged from hospital or the normal due date – whichever is the earlier .....</p>			
<p>Evidence of the baby's date of birth and date of discharge from hospital must be attached to this form</p> <p>Annual leave card</p>			
<b>Reason(s):</b>			
<b>Signed:</b>		<b>Dated</b> :	

<b>Comments/Recommendations Of Line Manager</b>			
<b>Signed:</b>		<b>Dated:</b>	

<b>C. Approval - Head of Service</b>			
<b>Signed:</b>		<b>Dated:</b>	

**Pass to Line Manager**

<p><b>NOTE FOR LINE MANAGER:</b> Please record this Approved Special Leave on the employees Annual leave Card and on the employees SAP Record (Manager or appointed deputy) This form can be kept by the Manager or returned to the individual for them to keep as reference. <b>PLEASE TREAT IN A CONFIDENTIAL MANNER.</b></p>
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**Report for:** Staffing & Remuneration Committee

**Item number:** 8

**Title:** People Report – December 2017

**Report authorised by:** Richard Grice - Interim Director for Transformation & Resources

**Lead Officer:** Ian Morgan – Reward Strategy Manager

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

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

**1. Describe the issue under consideration**

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

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

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

**4. Reason for Decision**

Not applicable.

**5. Alternative Options Considered**

Not applicable.

**6. Background information**

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

**6.1. People Report Headlines**

- There continues to be an overall reduction in headcount since March 2015, however, December 2017 headcount figures show that there has been a slight increase

compared to the previous period and this is as a result of recruiting to some key front line roles in the organisation.

- Overall agency, interim and consultant usage continues to reduce.
- In the last rolling year 40% of staff left due to redundancy and 48% left due to resigning or retiring. What this illustrates is that we are now losing more staff on a voluntary basis than involuntary i.e. through redundancy
- Sickness absence days/costs continues to decrease steadily when compared to previous periods.
- 40% of the organisation engaged in My Conversation during the period of July 2017 and December 2017 compared to 62% in the last collection.

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

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

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

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers; and on-going restructuring exercises, as 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 Chief Finance Officer**

This report recommends Committee to note the changes in the workforce over the period March 2015 to December 2017. The impact of these changes have already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report at this stage.

### **8.2 Assistant Director of Corporate Governance**

There are no legal implications arising from the report.

## **9. Use of Appendices**

Appendix A – People Report (December 2017)

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

N/A

Haringey Council  
People Report  
Dec-17



Measure	Data Period	Period				Status	% Change	
		Mar-15	Jun-17	Sep-17	Dec-17		Dec17-Mar15	Dec17-Sep17
<b>Established Workforce</b>								
Headcount	M	2762	2222	2199	2225	↑	-19	1
FTE	M	2444.8	2004.1	1979.4	2000.3	↑	-18	1
Cost base pay - monthly (£000)	M	£6,739	£5,925	£5,847	£5,899	↑	-12	1
Cost base pay - annualised (£000)	M	£80,869	£71,103	£70,169	£70,787	↑	-12	1
Average cost per FTE (£000)	M	£33	£35	£35	£35	↓		
<b>Off Payroll Workforce - Agency</b>								
Headcount	M	475	342	326	302	↓	-36	-7
FTE	M	391.0	297.0	284.0	262.0	↓	-33	-8
Cost - monthly (£000)	M	£1,892	£1,288	£1,255	£1,126	↓	-41	-10
Cost - annualised (£000)	M	£22,700	£15,456	£15,063	£13,506	↓	-41	-10
% Agency of total workforce	M	13.8	12.9	12.5	11.6	↓		
<b>Off Payroll Workforce - Consultants/Interims</b>								
Headcount	M	67	28	27	20	↓	-70	-26
FTE	M	67.0	25.3	25.3	19.6	↓	-71	-23
Cost - monthly (£000)	M	£785	£277	£271	£169	↓	-79	-38
Cost - annualised (£000)	M	£9,420	£3,323	£3,248	£2,022	↓	-79	-38
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>								
Headcount	M	3304	2592	2552	2547	↓	-23	-0.2
FTE	M	2902.8	2326.4	2288.7	2281.9	↓	-21	-0.3
Cost - monthly (£000)	M	£9,416	£7,490	£7,373	£7,193	↓	-24	-2
Cost - annualised (£000)	M	£90,289	£74,426	£73,417	£72,809	↓	-19	-1
<b>Leavers</b>								
Headcount	RY	395	515	460	401	↓		
FTE	RY	321.4	441.0	401.0	359.5	↓		
% Resignation/retirement	RY	53	41	44	48	↑		
% TUPE	RY	15	1	1	1	→		
% Redundancy	RY	21	44	44	40	↓		
% Other	RY	12	15	11	10	↓		
<b>Starters</b>								
Headcount	RY	178	288	223	235	↑		
FTE	RY	156	255	197	204	↑		
% Permanent appointments	RY	69	75	76	75	↓		
% Fixed term appointments	RY	7	22	20	21	↑		
% Temporary appointments	RY	24	3	4	4	↓		
<b>Restructures</b>								
No. Restructures	M		14	13	14	↑		
No. Restructures at pre planning stage	M		8	1	1	→		
No. Restructures at planning stage	M		3	9	9	→		
No. Restructures at consultation stage	M		3	3	4	↑		
Approx. FTE reduction of posts	M		6.0	5.0	6.0	↑		

Data Period = Period the data relates to:

M = Month

RY = Rolling Year

Status - arrows

The arrow indicates the change between the current period and previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Workforce Plan Headcount Reduction Target (2016-2018): 633.5.  
Whilst we continue to see an overall reduction (19%) in our headcount figures since March 2015, December 2017 shows a slight increase in our headcount for the 1st time in a while.  
The reason for this is as a result of a recruitment drive in Customer Services & Libraries to fill a number of front line roles (part-time Library Assistants) followed by a number of other roles filled across Commercial & Operations.  
Our average cost per FTE continues to remain fairly static at approx.£35k per FTE.

Overall, there has been a decrease in the number/cost of agency when compared to March 2015. As at March 2015 13.8% of the total workforce were agency compared to 11.6% as at December 2017.  
Whilst it is necessary to reduce the level of agency workers, there will always be a requirement to use this workforce to fill short term or stop gap situations where the Council need to address an imbalance in the workforce / workload equation.  
In December 2017, 22% of agency staff covered Social Worker roles followed by 5% in Service Officer roles - Revenues & Benefits, 4% in Team Manager roles - Social Care and 4% in Civil Enforcement Officer roles.

Generally interim staff are brought in to fulfil an established role and Consultants are individuals that bring with them a level of proficiency in a subject matter which the Council does not possess in-house or need on a long term basis.  
The Council has seen a significant decrease in the number of Consultants/Interims since 2015, however, it is evident that the Council still needs to engage these types of workers to deliver key objectives across the organisation. It is important that the Council continues to monitor these workers to ensure that objectives set are met within timescale and that vacant posts are filled in a timely manner.

Overall, our paybill has reduced since 2015 by 19%, however, the need to make additional savings is still ongoing and we continue to make steady headcount reductions month on month to help achieve these savings.

We've had 401 leavers in the last rolling year period with 40% leaving due to redundancy and 48% leaving due to resigning or retiring.  
These figures are now illustrating that we are losing more employees on a voluntary basis i.e. through voluntary resignation and retirement than we are on an involuntary basis through redundancy compared with previous periods.

Whilst our headcount has been reducing since 2015 we are still engaging a vast number of new employees and this could be as result of having to still fill key roles within the organisation once they become vacant.  
The highest no. of starters in the last rolling year period were in Childrens Services (25%) followed by Shared Services (12%) and Commissioning & Client (6%).  
11% of new starters were employed in Social Worker roles, 6% in Service Officer (SSC) roles and 5% in Library Service Assistant roles.  
From these figures we can deduce that at least 22% of new starters have been engaged to fill key front line roles at Haringey.

There is currently constant change within the organisation with a number of restructures happening at any given time across different services with the majority aiming to deliver better services more cost effectively.  
36% of restructures are in Regeneration and 29% in Childrens Services.  
Overall 50% of restructures are in Deputy Chief Executive Service.

Haringey Council  
People Report  
Dec-17



Measure	Data Period	Period				Status	% Change	
		Mar-15	Jun-17	Sep-17	Dec-17		Dec17-Mar15	Dec17-Sep17

Sickness Absence

Sickness rate (average days)	RY	8.8	9.1	8.9	8.5	↓	-3	-4
Long term sickness rate (20+ days)	RY	5.2	5.7	5.5	5.3	↓	2	-4
Short term sickness rate (<20 days)	RY	3.6	3.4	3.4	3.2	↓	-10	-6
Sickness cost (£000)	RY	£2,040	£2,291	£2,212	£2,108	↓	3	-5

My Conversation Outcomes

	2016	2017	2018	
% My Conversation outcomes	57	62	40	↓
% Nil return	21	26	58	↑
% Out of scope	22	12	2	↓
% Excellent achiever	4	6	5	↓
% Strong achiever	14	15	14	↓
% Ambitious achiever	15	17	18	↑
% Haringey gold	31	31	25	↓
% Task motivated	6	6	5	↓
% Values motivated	5	4	4	→
% Task focused	12	9	9	↑
% Values driven	7	8	5	↓
% Scope to improve	6	4	16	↑

Pulse Survey

	2016	2017	
1. % agree there is no blame culture - mistakes are talked about freely so we can learn from them	51	52	↑
2. % agree line manager encourages conversation within team about creating solutions	71	72	↑
3. % agree there is clear link between their own objectives and team objectives	67	66	↓
4. % agree they feel able to strongly influence their performance goals	68	65	↓
5. % agree they constantly experience excessive pressure in job	67	61	↑
6. % agree that line manager recognises that speaking about problems provides an opportunity to improve things	71	69	↓
7. % agree that Haringey values are helpful in guiding the way we work	67	65	↓

Data Period = Period the data relates to:

M = Month  
RY = Rolling Year

Status - arrows

The arrow indicates the change between the current period and previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Council Sickness Target: 6 days  
There has been a further decrease in average sick days/cost in December 2017 compared to September 2017.  
Sickness absence costs equates to approximately 3% of our annualised base pay bill compared to 2.5% in March 2015.

There has been a significant decrease in the number of My Conversation outcomes recorded in 2018 (40%) when compared to 2017 (62%).  
Overall, the %'s have remained broadly similar in each My Conversation outcome with the exception of a 6% decrease in Haringey Gold and a 12% increase in Scope to Improve. HR Business Partners will work with their service areas to understand the reasons for the data gaps and to help address any performance concerns across the organisation.

This analysis was based on data retrieved from our HR System and we will continue to use this method to record My Conversation outcomes as it provides the organisation with real time data.

The next My Conversation data analysis will be carried out in July 2018 for period January to June 2018.

The last Pulse Survey analysis was carried out in 2017. The results show that employees perception has improved slightly for questions 1, 2, 5 and perception has declined for questions 3, 4, 6 and 7.

Overall, this survey gives us a snapshot of how the Council is feeling at a given time and individuals response can vary depending on what is happening in their business area at the time.



**Report for:** Staffing and Remuneration Committee

**Item number:**

**Title:** Delegated Decisions and Significant Actions

**Ward(s) affected:** Non applicable

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

**1. Describe the issue under consideration**

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

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

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

That the report be noted.

**4. Reasons for decision**

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or

(b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

**5. Alternative options considered**

Not applicable

**6. Background information**

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

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

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

**7. Contribution to strategic outcomes**

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council's transparency agenda.

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

Where appropriate these are contained in the individual delegations.

**9. Use of Appendices**

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

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

Background Papers

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

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

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

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.




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## Haringey Council

## Written Statement/Record of a decision made by an officer under delegated authority

Decision Maker (Post Title)	Strategic Director Regeneration, Planning & Development
Subject of the decision	Appointment of Interim Assistant Director Economic Development & Growth
Date of decision	01 December 2017
Decision	To appoint Steve Carr as Interim Assistant Director for Economic Development & Growth from 5 December 2017 for a period of six months, consequent on changes to the establishment (Strategic Leadership Structure) and pending permanent recruitment to the post.
Reasons for the decision	<p>On 17 May 2017, in accordance with Part 3 Section E Part 2, the Interim Chief Executive and Head of Paid Service made changes to establishment regarding the Strategic Leadership structure of the council.</p> <p>In addition, in September 2017, the Current Assistant Director for Economic Development &amp; Growth submitted their resignation. Pending finalisation of the Strategic Leadership structure, it was decided to recruit to this post on an interim basis.</p> <p>In order to give effect to these changes on a temporary basis pending any permanent appointments to be determined by the Staffing and Remuneration Committee (responsible for the appointment of Chief and Deputy Chief Officers), the Strategic Director for Regeneration, Planning &amp; Development has appointed Steve Carr to the Interim Assistant Director for Economic Development &amp; Growth role, to commence on 5 December 2017. This is a temporary appointment on an interim basis only. The appointment is for a period of six months.</p>
	It will be recommended that the post be recruited to on a permanent basis as soon as the strategic Leadership structure has been confirmed.
Details of any alternative options considered and rejected by the officer when making the decision	N/A

<p><u>Conflicts of interest – Executive decisions</u></p> <p>Details of any conflict of interest declared by a Cabinet Member who is consulted by the officer which relates to the decision and details of dispensation granted by the Council's Head of Paid Service</p>	N/A
<p><u>Conflicts of interest – Non executive decisions</u></p> <p>Where the decision is taken under an express delegation e.g. by a Committee, the name of any Member who declared a conflict of interest in relation to this matter at the committee meeting,</p>	N/A
<p>Title of any document(s), including reports, considered by the officer and relevant to the above decision or where only part of the report is relevant to the above decision, that part)</p> <p>These documents need to be attached to the copy of this record/statement kept by the Authority but must not be published if they contain exempt information</p>	Recruitment and contract documents are not disclosable as they are exempt on the basis that they contain private information of an individual.
<p>Reasons for exemption with reference to categories of exemption specified overleaf, or</p> <p>Reason why decision is confidential (see overleaf)</p> <p>Note: decisions containing exempt or confidential information falling within the categories specified overleaf are not required to be published.</p>	Recruitment and contract documents are not disclosable as they are exempt on the basis that they contain information relating to an individual in accordance with Part 1 Para 1 of Schedule 12A Local Government Act 1972. .
<p>Communicating your decision: Who needs to know about this decision and is a plan in place to tell them? (officers in your department, in other departments where necessary, members, external stakeholders).</p>	The Appointment of the AD for Economic Development and Growth will be communicated to all Members and senior officers by the Director of Housing & Growth. In addition, the senior management structure chart on the council's website will also be updated.
Signature of Decision Maker	
Name of Decision Maker	Lyn Garner, Strategic Director Regeneration, Planning & Development

<p>Does the decision need to be published?</p> <p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	
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## Exempt Information

Local Government Act 1972 Schedule 12A

## Part 1: Descriptions of Exempt Information

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any person (including the authority holding that information).
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes -
  - (a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Note: It is insufficient to simply identify a category of exemption, you must also conduct a public interest test on the basis specified in the Act as follows:  
 Information falling within categories 1-7 is exempt if and so long as in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Confidential Decisions

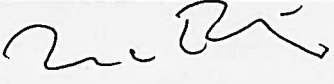
1. The decision contains information provided by a Government department on a non disclosure basis
2. There is a Court order against disclosure



## Haringey Council

## Written Statement/Record of a decision made by an officer under delegated authority

Decision Maker (Post Title)	Chief Executive & Head of Paid Service
Subject of the decision	Appointment of Interim Strategic Director of Regeneration, Planning & Development
Date of decision	15 January 2018
Decision	To appoint Helen Fisher as Interim Strategic Director of Regeneration, Planning & Development from 16 January 2018 for a period of six months, consequent on changes to the establishment (Strategic Leadership Structure) and pending permanent recruitment to the post.
Reasons for the decision	<p>On 17 May 2017, in accordance with Part 3 Section E Part 2, the Interim Chief Executive and Head of Paid Service made changes to establishment regarding the Strategic Leadership structure of the council.</p> <p>In December 2017, the current Strategic Director of Regeneration, Planning &amp; Development submitted her resignation. Pending finalisation of the Strategic Leadership structure, it was decided to appoint to the post on an interim basis.</p> <p>In order to give effect to these changes on a temporary basis pending any permanent appointments to be determined by the Staffing and Remuneration Committee (responsible for the appointment of Chief and Deputy Chief Officers), the Chief Executive &amp; Head of Paid Service has appointed Helen Fisher to the interim Strategic Director of Regeneration, Planning &amp; Development role, to commence on 30 January 2018. This is a temporary appointment on an interim basis only. The appointment is for a period of six months.</p>
	It will be recommended that the post be recruited to on a permanent basis as soon as the strategic Leadership structure has been confirmed.
Details of any alternative options considered and rejected by the officer when making the decision	N/A

<p><u>Conflicts of interest – Executive decisions</u></p> <p>Details of any conflict of interest declared by a Cabinet Member who is consulted by the officer which relates to the decision and details of dispensation granted by the Council's Head of Paid Service</p>	N/A
<p><u>Conflicts of interest – Non executive decisions</u></p> <p>Where the decision is taken under an express delegation e.g. by a Committee, the name of any Member who declared a conflict of interest in relation to this matter at the committee meeting,</p>	N/A
<p>Title of any document(s), including reports, considered by the officer and relevant to the above decision or where only part of the report is relevant to the above decision, that part)</p> <p>These documents need to be attached to the copy of this record/statement kept by the Authority but must not be published if they contain exempt information</p>	Recruitment and contract documents are not disclosable as they are exempt on the basis that they contain private information of an individual.
<p>Reasons for exemption with reference to categories of exemption specified overleaf, or</p> <p>Reason why decision is confidential (see overleaf)</p> <p>Note: decisions containing exempt or confidential information falling within the categories specified overleaf are not required to be published.</p>	Recruitment and contract documents are not disclosable as they are exempt on the basis that they contain information relating to an individual in accordance with Part 1 Para 1 of Schedule 12A Local Government Act 1972. .
<p>Communicating your decision: Who needs to know about this decision and is a plan in place to tell them? (officers in your department, in other departments where necessary, members, external stakeholders).</p>	The Appointment of the Interim Strategic Director of Regeneration, Planning & Development will be communicated to all Members and senior officers by the Chief Executive & Head of Paid service In addition, the senior management structure chart on the council's website will also be updated.
Signature of Decision Maker	
Name of Decision Maker	Zina Etheridge, Chief Executive & Head of Paid Service

<p>Does the decision need to be published?</p> <p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	
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## Exempt Information

## Local Government Act 1972 Schedule 12A

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5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes -
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## Confidential Decisions

1. The decision contains information provided by a Government department on a non disclosure basis
2. There is a Court order against disclosure

**Chief Executive**

**Significant decisions - Delegated Action - For Reporting to Staffing and Remuneration Committee on 26 March 2018**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	20 February 2018	◆ Appointment of Jon Warlow as Interim Chief Finance Officer	◆ Decision to appoint Jon Warlow as the Interim Chief Finance Officer and designated statutory Chief Finance Officer/Section 151 Officer with effect from 21 February 2018 until 04 October 2018, consequent on changes to the establishment (Strategic Leadership Structure) and pending permanent recruitment to the post.
2.			
3.			
4.			

**Delegated Action**

Type	Number

SLT Officer/Assistant Director Signature ..... *[Signature]* ..... Date ..... 20.2.18 .....

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