

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Monday, 23rd July, 2018, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Julie Davies (Chair), Eldridge Culverwell (Vice-Chair), Patrick Berryman, Zena Brabazon and Paul Dennison

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 13 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 26 March 2018.

## **7. GENDER PAY GAP REPORTING (PAGES 5 - 14)**

As a public authority which has 250 or more employees, the Council is required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to report publicly every year on the differences in aggregate pay and bonuses of men and women. This is known as Gender Pay Gap Reporting.

Gender Pay Gap is concerned with variances in the average earnings of men and women, regardless of role or seniority. It is a broader measure of capturing any pay inequalities resulting from variances in the sorts of jobs performed by men and women and the gender composition of our workforce by seniority.

## **8. PEOPLE REPORT - MARCH 2018 (PAGES 15 - 18)**

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.

## **9. STAFFING AND REMUNERATION COMMITTEE TERMS OF REFERENCE (PAGES 19 - 22)**

**10. HUMAN RESOURCES FORWARD PLAN 2018-19 (PAGES 23 - 28)**

The report is to inform the Committee of the process for agenda planning and to notify Members of the reports to be brought to Committee during the municipal year.

**11. DOMESTIC VIOLENCE AND VIOLENCE AGAINST WOMEN AND GIRLS POLICY (PAGES 29 - 46)**

This report seeks the approval of the Staffing & Remuneration Committee to implement a human resources policy which aims to better support the workforce around domestic violence and violence against women and girls (VAWG).

Subject to approval being granted, a suite of training will be developed for managers to support them to better manage the health and wellbeing of their employees.

**12. SCHOOLS HR POLICIES (PAGES 47 - 124)**

This report presents a number of model policies to be recommended by the Council for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools, which the Council maintains, and to be implemented by the Council in respect of any unattached teachers that it employs. The recommended policies are:

- Annual Leave and Special Leave;
- Flexible Working;
- Whistleblowing;
- General Data Protection Policy;
- GDPR Privacy Notices.

**13. NEW ITEMS OF URGENT BUSINESS**

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

**14. DATES OF FUTURE MEETINGS**

1 October 2018  
17 December 2018  
11 February 2019  
25 March 2019

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

Friday, 13 July 2018

**MINUTES OF THE MEETING OF THE STAFFING AND  
REMUNERATION COMMITTEE HELD ON MONDAY, 26TH  
MARCH, 2018, 7.00 pm**

**PRESENT:**

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

**73. 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.

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

There were apologies for absence from Councillor Arthur.

**75. URGENT BUSINESS**

There were no items of urgent business put forward.

**76. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

**77. MINUTES**

The minutes of the meeting held on 5<sup>th</sup> February 2018 were agreed as a correct record of the meetings.

**78. PROPOSED CHANGES TO THE FAMILY FRIENDLY POLICIES ON THE BIRTH OF  
PREMATURE BABIES**

The Reward Strategy Manager presented the report which proposed additional paid leave to staff who experience premature births for each week that a baby is born prematurely. The Committee discussed the benefits associated with the proposal and agreed that it was very 'forward thinking'.

**RESOLVED**

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).

**79. PEOPLE REPORT - DECEMBER 2017**

The Reward Strategy Manager introduced the report which combined key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements absence reports, labour turnover and restructures.

The Committee were updated on the headcount which showed a slight increase but noted that this was due to a recruitment drive in a particular area of service. A reduction was also reported in the agency and payroll workforce and the Committee noted that there were currently 14 restructures taking place.

In response to a question regarding the number of Social Worker new starters it was noted that the new Director of Children's Services had started and that the number of agency staff in this service area was monitored on a monthly basis. It was suggested that Member group engagements should be implemented to help in this area.

The Committee also raised its concern over the reduction of My Conversation outcomes recorded and questioned the reason for this. It was noted that more training is to be done with line managers which will include encouraging them to record the data directly onto SAP themselves.

The Committee commended the work being done to decrease the number of consultant workers.

**RESOLVED**

That the Committee note the contents of the report.

**80. SENIOR MANAGEMENT RESTRUCTURE**

The Chief Executive presented the report which detailed the proposed restructure of the Council's Senior Management Team which will affect the Corporate Leadership Group (CLG). The Committee noted the lateness of the report as a result of the consultation ending on 23<sup>rd</sup> March 2018.

Zina Etheridge acknowledged that although timing was not ideal for a restructure, the reason behind completing it was to ensure a smooth transition of senior staff who were best able to support the new administration. The Committee was also advised of the engagement that took place with the trade unions whose comments had been included in the report.

It was noted that certain areas of service like Housing & Regeneration were to remain with an interim structure to allow for an alignment when the new administration commences.

**RESOLVED**

That the Committee note the contents of the report.

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

**RESOLVED**

That the Committee note the delegated decision to appoint:

- Steve Carr as Interim Assistant Director of Economic Development & Growth effective from 5<sup>th</sup> December 2017 for a period for 6 months.
- Helen Fisher as Interim Strategic Director of Regeneration, Planning & Development effective from 16<sup>th</sup> January 2018 for a period of 6 months
- Jon Warlow as the Interim Chief Finance Officer and designated Section 151 Officer effective from 21<sup>st</sup> February 2018 until 4<sup>th</sup> October 2018.

**82. NEW ITEMS OF URGENT BUSINESS**

None.

**83. 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.

**84. SENIOR MANAGEMENT RESTRUCTURE**

The Committee considered exempt information in relation to agenda item 9.

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

None.

CHAIR: Councillor Raj Sahota

Signed by Chair .....

Date .....

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**Report for:** Staffing & Remuneration Committee, 23<sup>rd</sup> July 2018

**Title:** Gender Pay Gap Reporting

**Report authorised by:** Mark Rudd – Assistant Director Corporate Resources

**Lead Officer:** Ian Morgan - Reward Strategy Manager, Human Resources

**Ward(s) affected:** All

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

**1 Describe the issue under consideration**

- 1.1 As a public authority which has 250 or more employees, the Council is required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to report publicly every year on the differences in aggregate pay and bonuses of men and women. This is known as Gender Pay Gap Reporting.
- 1.2 Gender Pay Gap is concerned with variances in the average earnings of men and women, regardless of role or seniority. It is a broader measure of capturing any pay inequalities resulting from variances in the sorts of jobs performed by men and women and the gender composition of our workforce by seniority.

**2 Cabinet Member Introduction**

Not required for the Staffing and Remuneration Committee.

**3 Recommendations**

- 3.1 To note the results of the Council's Gender Pay Gap report in the context of the analysis undertaken by London Councils.

**4 Reason for Decision**

- 4.1 The Staffing & Remuneration Committee requested a report on the Council's results in the context of the analysis carried out by London Councils of all London boroughs.

**5 Alternative Options Considered**

N/A

**6 Background information**

6.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require all public authorities with 250 or more employees to prepare and publish data regarding their gender pay gap.

6.2 The gender pay gap is the difference between average pay for women and average pay for men in an organisation, no matter what job they do. This is different to equal pay which deals with the pay differences between men and women who carry out the same or similar jobs (paying men and women differently for the same job has been prohibited by equal pay legislation since 1975).

Gender pay gaps do not automatically mean there are equal pay issues and the absence of pay gaps does not rule out potential equal pay problems. In fact the causes of the gender pay gap are varied and overlapping often originating outside of the workplace, such as stereotypical representations of men and women and standards in careers advice and guidance.

6.3 Under this legislation the Council is obliged to ensure the following is completed:

- To report our data to the gov.uk website
- To publish our gender pay gap report on the Council's external website making it accessible to all its employees and to the public. The report must be available on the external website for at least three years beginning with the date of publication. The first report must be published no later than 30<sup>th</sup> March 2018

6.4 The Council have published figures for the following:

- Gender pay gap in mean hourly pay
- Gender pay gap in median hourly pay
- Mean bonus pay gender pay gap
- Median bonus pay gender pay gap
- Proportion of males and females receiving bonus pay
- Proportion of males and females in each quartile pay band

6.5 The Council understand that our legal obligations are only the part of ensuring transparency regarding pay inequalities:

- The new rules on reporting are compulsory. The Equality and Human Rights Commission will be responsible for monitoring how public bodies are complying with the gender pay gap reporting requirements, and can take enforcement action. This means it can issue a compliance notice to a public body that it believes is failing to comply with the requirements, and ultimately it can apply to the courts for a compliance order. Moreover, not reporting or reporting a significant gap in pay figures may lead to reputational damage for the Council and issues attracting talent.

- If the Council cannot demonstrate that it is paying men and women equally for doing the same/ comparable job, then it may find itself in breach of the equal pay provisions of the Equality Act 2010.
- If a gender pay gap is identified, the Council could be faced with a rise in claims stemming from perceived gender pay discrimination.

6.6 The Council's gender pay gap was as follows:

- The mean (average) gender pay gap was 1%.
- The median gender pay gap was 1.9%.

N.B. A variance of less than +/-5% is considered not statistically significant.

6.7 The aim of compulsory gender pay gap reporting is to use transparency as a tool for raising awareness, to incentivise employers to analyse the drivers behind their gender pay gap and to explore the extent to which their own policies and practices may have contributed to that gap.

## 7. Contribution to strategic outcomes

7.1 Gender Pay Gap Reporting will be undertaken annually in order to comply with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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

### 8.1 Assistant Director of Corporate Governance

The requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, as they relate to the Council, are set out in the body of the report.

### 8.2 Chief Finance Officer

There are no financial implications arising from this report.

### 8.3 Equalities

The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to: eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act; advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; foster good relations between people who share a relevant protected characteristic and people who do not share it.

A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, marriage or civil partnership, religion or belief, sex (formerly gender), and sexual orientation.

## 9 Use of appendices

Appendix A - London Councils Gender Pay Gap Analysis

Appendix B – Haringey's Gender Pay Gap Analysis

- 10** **Local Government (Access to Information) Act 1985**  
N/a

## Results from the London Councils Gender Pay Gap Analysis

### 1. Introduction

In May 2018 London Councils Human Resources Metrics Service summarised the available gender pay gap data for all London boroughs.

The data was collected from HM Government's website on 6 April 2018, and this paper sets out the main findings of their work and puts Haringey's results in context.

As this is the first time the data has been collected, there is no directly comparable data from previous periods.

School's employees were excluded from their report.

N.B. The general convention on gender pay gap data is that a pay gap with a minus symbol (e.g. -5%) indicates that the average pay of women is greater than that of men. Positive pay gaps (no minus symbol) indicate that the average pay of men is greater than that of women.

### 2. London Boroughs' Data

#### 2.1 Mean gender pay gap

- On average, London boroughs paid women 3.4% less than men. In Inner London women were on average paid 1.4% less than men, and in Outer London 4.7% less. This compares with a figure of 6.8% less for Local Government as a whole.
- The values varied between -10.9% (women were paid more than men) and 16.5% (-14.1% and 31.7% for Local Government as a whole)
- Women were, on average, paid less than men in 22 London boroughs, in 10 the reverse was true. (N.B. Richmond & Wandsworth submitted a single joint return).

#### 2.2 Median gender pay gap

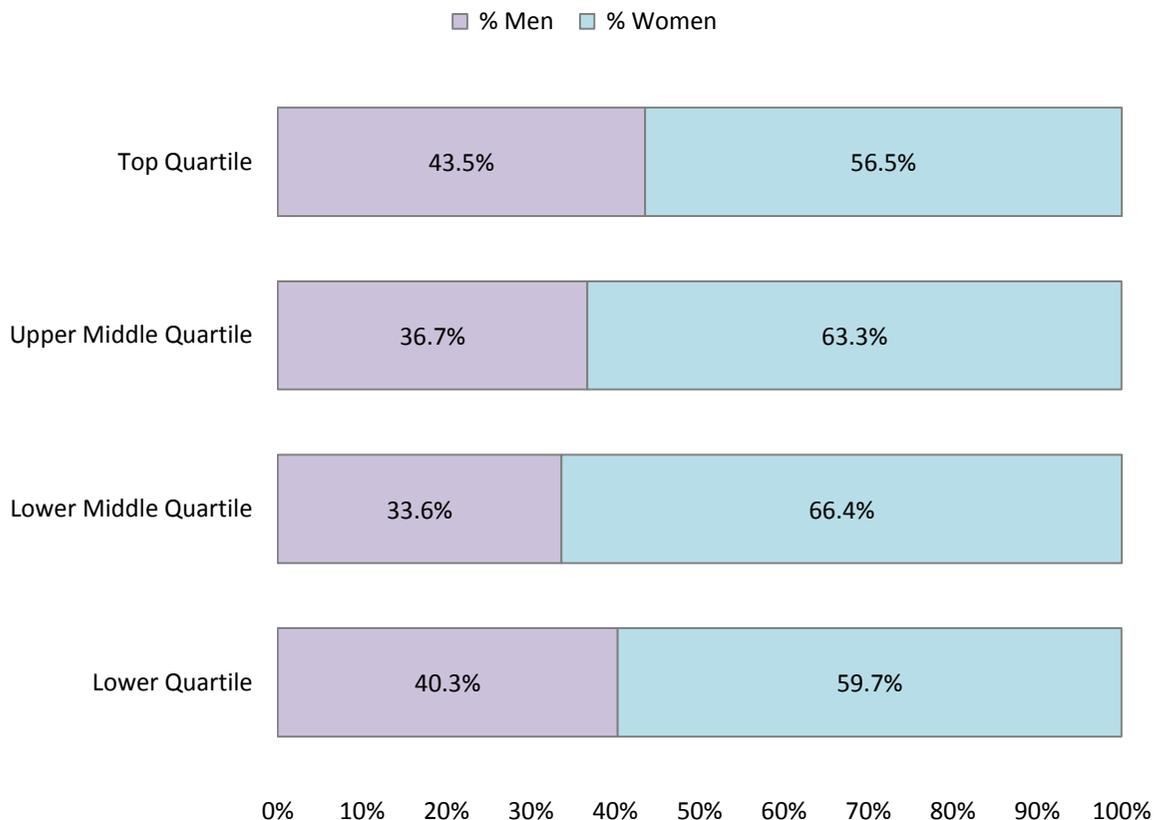
- On average, London boroughs paid women 1.1% less than men. In Inner London boroughs women were on average paid 1.5% more than men, and in Outer London boroughs 2.8% less than men.
- The values varied between -15.8% (women were paid more than men) and 13.9%.

- Women were, on average, paid less than men in 18 boroughs, in four the pay gap was zero, and in 10 women were paid more than men. (N.B. Richmond & Wandsworth submitted a single joint return).

The average median GPG data for London compares favourably with the values in other types of authority and other regions.

### 2.3 Proportion of men/women in each quartile pay band in London boroughs

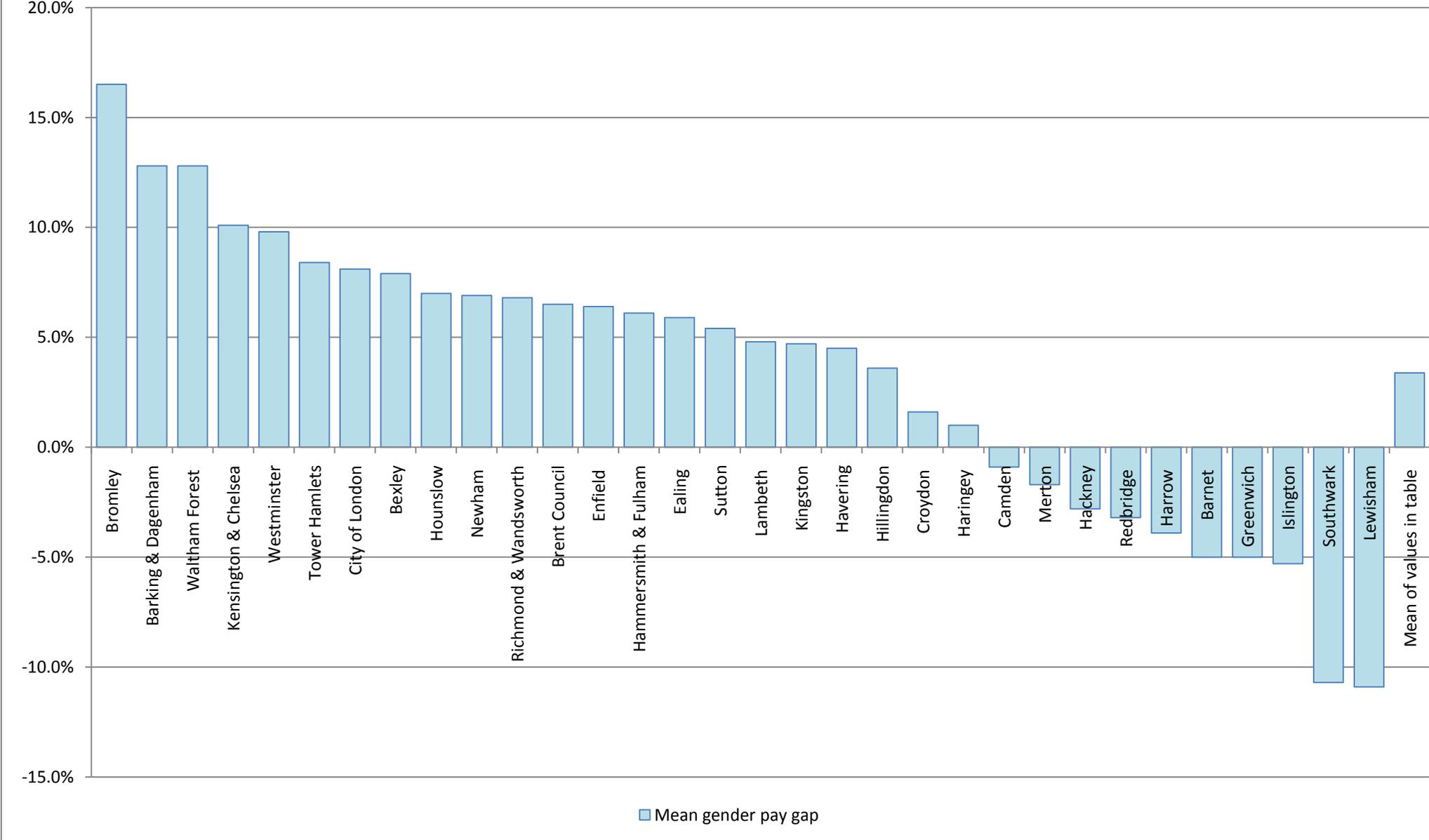
The average male/female composition of each pay quartile for London boroughs is summarised in the chart below. Women comprised the majority in each band, but were least common in the highest pay quartile (56.5%)



### 2.4 GPG data for Individual boroughs

A chart with the comparative gender pay gap data for London boroughs is shown below. Individual boroughs publish their gender pay gap data on their websites along often with covering narrative text although this by no means obligatory. It is important to read the covering narrative text to gain a complete picture including local conditions and proposed actions for any individual borough.

# 2017 Mean Gender Pay Gap - London Boroughs



Negative GPG values indicate women's average hourly pay-rate was greater than men's.

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Gender Pay Gap Reporting



Statutory Reporting Data				Extra Data for London Councils Benchmarking			
Pay Rates		Gender Pay Gap		Female Pay as a percentage of Male Pay	Hourly Rate (Female)	Hourly Rate (Male)	Difference
Mean Hourly Rate		1.0%		99.0%	£18.70	£18.89	£0.19
Median Hourly Rate		1.9%		98.1%	£16.86	£17.19	£0.33
Pay Quartile Information				Workforce Composition			
Pay Quartiles	Female	Male	Total	Female Headcount	Male Headcount	Total Headcount	
Proportion of females and males paid above the 75th percentile.	62%	38%	100%	348	210	558	
Proportion of females and males paid between the median and 75th percentile.	67%	33%	100%	373	187	560	
Proportion of females and males paid between the median and 25th percentile.	74%	26%	100%	412	147	559	
Proportion of females and males paid below the 25th percentile.	61%	39%	100%	343	217	560	
Bonus Information				Additional Information			
Bonus Pay		Gender Bonus Gap		Female Bonus as a % of Male Bonus	Bonus Pay (Female)	Bonus Pay (Male)	Difference
Mean Bonus		0.0%		100.0%	£0	£0	£0
Median Bonus		0.0%		100.0%	£0	£0	£0
Bonuses Paid							
Females paid a bonus as % of all females		0%					
Males paid a bonus as % of all males		0%					

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**Report for:** Staffing & Remuneration Committee, 23<sup>rd</sup> July 2018

**Title:** People Report – March 2018

**Report authorised by:** Mark Rudd, Assistant Director for Corporate 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, starters/leavers and sickness absence as shown in Appendix A.

**6.1. People Report Headlines**

- Since March 2015 our established workforce has reduced by 20%. Over the last year we have seen the workforce steadily decline with a slight increase in December 2017 after converting a number of agency workers in Customer Services & Libraries and Commercial & Operations to permanent members of staff.
- Overall, agency, interim and consultant usage has reduced since 2015. However, we have seen a slight increase in agency usage in March 2018 compared to December 2017 and this is due to normal seasonal fluctuations.

- In the last rolling year period 63% of staff left through resignation or retirement and 23% left due to redundancy.
- The average days lost and cost of sickness absence has continued to decline over the last 12 months.
- Recorded My Conversation outcomes is behind expectations for 2018 (40%) when compared to 2017 (62%) but increased awareness sessions have improved matters in the short term. The next collection and analysis is due in July 2018.

**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 performance management exercises.

**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 March 2018. 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 (March 2018)

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

N/A

Haringey Council  
People Report  
Mar-18



Measure	Data Period	Period					Status	% Change	
		Mar-15	Jun-17	Sep-17	Dec-17	Mar-18		Mar18-Mar15	Mar18-Dec17
<b>Established Workforce</b>									
Headcount	M	2762	2222	2199	2225	2205	↓	-20	-1
FTE	M	2444.8	2004.1	1979.4	2000.3	1985.2	↓	-19	-1
Cost base pay - monthly (£000)	M	£6,739	£5,925	£5,847	£5,899	£5,838	↓	-13	-1
Cost base pay - annualised (£000)	M	£80,869	£71,103	£70,169	£70,787	£70,060	↓	-13	-1
Average cost per FTE (£000)	M	£33	£35	£35	£35	£35	↓		
<b>Off Payroll Workforce - Agency</b>									
Headcount	M	475	342	326	302	358	↑	-25	19
FTE	M	391.0	297.0	284.0	262.0	278.0	↑	-29	6
Cost - monthly (£000)	M	£1,892	£1,288	£1,255	£1,126	£1,292	↑	-32	15
Cost - annualised (£000)	M	£22,700	£15,456	£15,063	£13,506	£15,501	↑	-32	15
% Agency of total workforce	M	13.8	12.9	12.5	11.6	12.3	↑		
<b>Off Payroll Workforce - Consultants/Interims</b>									
Headcount	M	67	28	27	20	21	↑	-69	5
FTE	M	67.0	25.3	25.3	19.6	20.2	↑	-70	3
Cost - monthly (£000)	M	£785	£277	£271	£169	£241	↑	-69	43
Cost - annualised (£000)	M	£9,420	£3,323	£3,248	£2,022	£2,896	↑	-69	43
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>									
Headcount	M	3304	2592	2552	2547	2584	↑	-22	1.5
FTE	M	2902.8	2326.4	2288.7	2281.9	2283.4	↑	-21	0.1
Cost - monthly (£000)	M	£9,416	£7,490	£7,373	£7,193	£7,371	↑	-22	2
Cost - annualised (£000)	M	£90,289	£74,426	£73,417	£72,809	£72,956	↑	-19	0.2
<b>Leavers</b>									
Headcount	RY	395	515	460	401	298	↓		
FTE	RY	321.4	441.0	401.0	359.5	262.7	↓		
% Resignation/retirement	RY	53	41	44	48	63	↑		
% TUPE	RY	15	1	1	1	1.3	↑		
% Redundancy	RY	21	44	44	40	23	↓		
% Other	RY	12	15	11	10	12	↑		
<b>Starters</b>									
Headcount	RY	178	288	223	235	187	↓		
FTE	RY	156	255	197	204	163	↓		
% Permanent appointments	RY	69	75	76	75	72	↓		
% Fixed term appointments	RY	7	22	20	21	24	↑		
% Temporary appointments	RY	24	3	4	4	4	↑		

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.  
Since the start of the Workforce Plan in 2015 the workforce has reduced by 20% (557).  
Over the last year we have seen the workforce steadily decline with a slight increase in December 2017 after converting a number of agency workers in Customer Services & Libraries and Commercial & Operations to permanent members of staff.  
Our average cost per FTE remains stable at around £35k per FTE.

Overall, there has been a decrease in both the number and cost of agency workers when compared to March 2015. As at March 2015 13.8% of the total workforce were agency compared to 12.3% as at March 2018. However, there was a slight increase in agency usage in March 2018 compared to December 2017 and this is probably as a result of responding to the workload over the Christmas period.  
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 March 2018, 22% of agency workers were engaged to cover Social Work roles.

Generally interim staff are brought in to fulfill 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 total payroll 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 298 leavers in the last rolling year period with 63% leaving through resignation or retirement and 23% leaving due to redundancy.

Whilst our headcount has been reducing steadily since 2015 we are still engaging a sufficient amount 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 (28%) followed by Commercial & Operations (14%) and Shared Services (10%).  
12% of new starters were employed in Social Worker roles, 6% in Library Service Assistant roles, 4% in Service Officer (SSC) roles and 4% in Civil Enforcement Officer roles.

Haringey Council  
People Report  
Mar-18



Appendix A

Measure	Data Period	Period					Status	% Change	
		Mar-15	Jun-17	Sep-17	Dec-17	Mar-18		Mar18-Mar15	Mar18-Dec17

**Sickness Absence**

Sickness rate (average days)	RY	8.8	9.1	8.9	8.5	8.4	↓	-3	-4
Long term sickness rate (20+ days)	RY	5.2	5.7	5.5	5.3	5.2	↓	2	-4
Short term sickness rate (<20 days)	RY	3.6	3.4	3.4	3.2	3.2	↓	-10	-6
Sickness cost (£000)	RY	£2,040	£2,291	£2,212	£2,108	£1,992	↓	3	-5

**My Conversation Outcomes**

	2016	2017	2018	Status
% 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	Status
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  
The average days lost and cost of absence has continued to decline over the last 12 months.

Recorded My Conversation outcomes is behind expectations for 2018 (40%) when compared to 2017 (62%) but increased awareness sessions have improved matters in the short term.  
HR Business Partners continue to work with their service areas to minimise data gaps and address performance concerns across the organisation.  
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.

**Report for:** Staffing & Remuneration Committee, 23rd July 2018

**Title:** Staffing & Remuneration Committee's Terms of Reference

**Report**

**authorised by :** Mark Rudd, Assistant Director, Corporate 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**

1.1 The purpose of this report is to inform Members of the Terms of Reference relating to the functions of the Staffing & Remuneration Committee.

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

That the Committee note the report and the Terms of Reference attached at Appendix A.

**4. Reason for Decision**

4.1 In July 2017, Full Council agreed a report received from the Standards Committee which outlined revisions to the Council's Constitution. The attached Terms of Reference are those agreed by Full Council last year and are presented here for information.

**5. Alternative Options Considered**

None.

**6. Background information**

6.1 In April 2017, Members of this Committee agreed to the dissolution of the Council and Employee Joint Consultative Committee (CEJCC) as a sub-committee of the Staffing & Remuneration Committee and its reconstitution as an informal body. The CEJCC's constitution afforded voting rights to trade union representatives when only elected Members are entitled to vote at sub-committees of a Council committee.

6.2 The options considered were either to retain the status of CEJCC as a sub-committee and remove all non-elected members (thereby taking away the mechanism for trade union engagement) or to dissolve it as a sub-committee and reinstate it as an informal body, with trade unions retaining voting rights.

6.3 The Committee agreed to reinstatement as an informal body and it ceased to be a sub-committee of the Staffing & Remuneration Committee from April 2017. Part 3, Section B of the Council's constitution was duly amended and agreed by

Full Council in July 2017. The Committee's terms of reference were also updated and agreed by Full Council in July 2017 and are attached at Appendix A.

- 6.4 The Committee's responsibilities include making recommendations to Council on the appointment and dismissal of the Head of the Paid Service, and on the dismissal of the Chief Finance Officer and Monitoring Officer. It also is responsible for the appointment of Chief and Deputy Chief Officers ( other than the Head of the Paid Service), and for deciding whether to dismiss Chief and Deputy Chief Officers (other than the Head of Paid Service, Chief Finance Officer and Monitoring Officer). A "Chief Officer" is defined as a statutory chief officer or a non-statutory chief officer who, as respects all or most of the duties of the post, reports directly to the Head of the Paid Service. A "Deputy Chief Officer" is defined as an officer who, as respects all or most of the duties of the post, reports directly to a chief officer.

In addition, the Committee's functions include -

- Determining the terms & conditions and pay structures for all staff except pay and other terms and conditions for teachers which are fixed under statute by the Schoolteachers' Pay and Conditions Documents
  - Approving procedures for the appointment and dismissal of all staff
  - Approving HR policies and considering procedures in relation to employment
  - Considering and approving the remuneration or severance packages of £100,000 or over made to Chief or Deputy Chief Officers
- 6.5 Appeals from staff against dismissal will be heard and determined by a sub-committee, the Dismissal Appeals Sub Committee, save where the continued employment of the employee would contravene the law and subject to the limitation that the Sub-Committee will hear and determine appeals resulting from posts becoming redundant only where these affect Chief and Deputy Chief Officers.

**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**

There are no legal implications arising from this report

**Chief Finance Officer**

This report is for the Staffing & Remuneration Committee to note and there are no financial implications arising from this report.

**9 Use of appendices**

Appendix A: Terms of Reference 2017

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

Not applicable

**APPENDIX A**

**TERMS OF REFERENCE: STAFFING AND REMUNERATION COMMITTEE**

The Staffing & Remuneration Committee has the following functions and responsibilities: -

- a) To exercise the functions which are stated not to be the responsibility of The Executive in Regulation 2 and Schedule 1 paragraphs H and I of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) and in any Statute or subordinate legislation further amending these Regulations as follows:
  - (i) Paragraph H – Pensions; Determining the Council’s policy statement of discretions as “Employing Authority” under the Local Government Pension Scheme Regulations 2013 and the Teachers’ Pension Regulations 2010.
  - (ii) Paragraph I – Miscellaneous; Determining the terms and conditions of service for all staff, including procedures for dismissal.. The Committee agrees the terms and conditions of employment, and the pay structure for for all posts with the exception of pay and other terms and conditions for teachers which are fixed under statute by the Schoolteachers’ Pay and Conditions Documents.
- b) To make recommendations to Council on the appointment and dismissal of the Head of the Paid Service; and the dismissal of the Chief Finance Officer and Monitoring Officer in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001
- c) To consider matters relating to the conduct and capability of the Head of the Paid Service, in accordance with the provisions of the Local Authorities (Standing Orders) (England) Regulations 2001.
- d) To determine whether or not the Head of the Paid Service, Chief Finance Officer and Monitoring Officer should be suspended pending investigation into allegations of misconduct or incapability, in accordance with the Local Authorities (Standing Orders) (England) Regulations, 2001.
- e) To exercise functions in respect of the appointment and dismissal (including the terms of release) of Chief and Deputy Chief Officers in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001.
- f) To approve the remuneration levels (other than those associated with National Pay Awards) for the Head of the Paid Service, and Chief and Deputy Chief Officers.

- g) To approve procedures for appointment and dismissal of staff
- h) To consider and approve any remuneration or severance payments to Chief and Deputy Chief officers of £100,000 or more in accordance with guidance issued under section 40 of the Localism Act 2011 and with the Local Authorities (Standing Orders) (England) Regulations 2001.
- i) To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.
- j) To approve all human resources policies including pay and grading structures, and changes to employees terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme.
- k) To approve those human resources policies and procedures that the Council recommends to school governing bodies for adoption in respect of school based employees.

## **Membership**

The Committee will be made up of 5 members of the authority. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 the Committee must include at least one member of the Cabinet. When carrying out the function of appointment or dismissal of Chief or Deputy Chief Officers,, the relevant Cabinet Member is invited and entitled to sit and vote as a substitute Member for one of the substantive Members of their Group on the Committee. The quorum of the Committee shall be a minimum of three members.

## **Sub-committees**

### **Dismissal Appeals Sub Committee**

To hear and determine appeals against dismissal from employment in respect of all staff employed by the Council, save where the continued employment of the employee would contravene the law and subject to the limitation that the Sub-Committee will hear and determine appeals resulting from posts becoming redundant only where these affect Chief and Deputy Chief Officers. Members who sit on this Committee must not have had any prior involvement in any decision upon which the appeal is made.

Revised: 24 July 2017

**Report for:** Staffing & Remuneration Committee, 23<sup>rd</sup> July 2018

**Title:** Human Resources Forward Plan 2018-19

**Report**

**authorised by :** Mark Rudd, Assistant Director Corporate 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 report is to inform the Committee of the process for agenda planning and to notify Members of the reports to be brought to Committee during the municipal year.

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

That the Committee note the report.

**4 Reason for Decision**

Not applicable.

**5 Alternative Options Considered**

Not applicable.

**6 Background information**

6.1 The work of the HR team during the next year will focus on meeting the requirements of the Reward Strategy and the workforce elements of the new Borough Plan. During the year, the Committee will receive a number of reports that they will be asked to either approve or to note for information.

6.2 We recognise that some of the reports relating to the Reward Strategy will be complex and to ensure that Members are equipped with the knowledge and background information they require to enable them to discharge their constitutional duties effectively, additional briefings may be arranged for members of the Committee outside the published Committee timetable.

6.3 Appendix A gives details of forthcoming reports on the HR Forward Plan. Agenda planning ensures that officers will be better able to plan work so that scarce resources are used in the most efficient way and that agenda peaks and troughs are avoided. The Forward Plan will be a standard report for the Committee as it will be updated during the year.

6.4 Some reports will appear regularly on the Plan, for example, the People Report is produced on a quarterly basis for each meeting while others are considered

at set times of year. The Council's Pay Policy report for example, will be considered in February to allow time for the report also be considered by Full Council before 1<sup>st</sup> April.

**7 Contribution to strategic outcomes**

A published plan will enable planned outcomes to be reported to Committee at the appropriate time.

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

**Assistant Director for Corporate Governance**

There are no legal implications arising from this report.

**Chief Finance Officer**

This report is for the Staffing & Remuneration Committee to note and there are no financial implications arising from this report.

**9 Use of appendices**

Appendix A: Forward Plan April 2018 / March 2019.

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

Not applicable.

Meeting Date	Report Title	Report Lead
23/07/18	People Report (January - March 2018)	Ian Morgan
23/07/18	S&R Committee Terms of Reference	Ian Morgan
23/07/18	Gender Pay Gap	Ian Morgan
23/07/18	Forward Plan 2018 / 19	Ian Morgan
23/07/18	School's Model Privacy Notice	Julie Amory
23/07/18	School's Model Flexible Working Policy	Julie Amory
23/07/18	School's Model Annual Leave Policy	Julie Amory
23/07/18	Schools's Model Whistleblowing Policy	Julie Amory
23/07/18	School's Model GDPR Policy	Julie Amory
01/10/18	Pay Policy for Schools	Julie Amory
01/10/18	People Report (April - June 2018)	Ian Morgan
01/10/18	Recruitment Strategy (Recruiting Young People)	Daksha Desai
01/10/18	Transgender Policy	Daksha Desai
01/10/18	Disciplinary Policy - Amendment to appeals procedure	Ian Morgan
17/12/18	Apprenticeship Levy	Daksha Desai
17/12/18	Leadership & Management Update	Daksha Desai
17/12/18	People Report (July - September 2018)	Ian Morgan

11/02/19	Pay Policy (Feb 19)	Ian Morgan
11/02/19	People Report (October - December 2018)	Ian Morgan
25/03/19	My Reward (Employee Benefits)	Ian Morgan
To be agreed	Development of the Workforce Plan 2018	Daksha Desai
To be agreed	Constitutional changes report re Schools policy	Julie Amory



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**Report for:** Staffing & Remuneration Committee

**Title:** Domestic Violence & Violence Against Women and Girls HR Policy.

**Report**

**authorised by :** Dr. Jeanelle de Gruchy, Director of Public Health

**Lead Officer:** Fiona Dwyer, Strategic Lead for Violence Against Women and Girls (ext. 1501) [Fiona.dwyer@haringey.gov.uk](mailto:Fiona.dwyer@haringey.gov.uk)

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

**Report for Key/**

**Non Key Decision:** Non Key

**1. Describe the issue under consideration**

- 1.1 This report seeks the approval of the Staffing & Remuneration Committee to implement a human resources policy which aims to better support the workforce around domestic violence and violence against women and girls (VAWG).
- 1.2 Subject to approval being granted, a suite of training will be developed for managers to support them to better manage the health and wellbeing of their employees.

**2. Cabinet Member Introduction**

- 2.1 Not Applicable

**3. Recommendations**

- 3.1 That the Staffing & Remuneration Committee signs off this Human Resources Policy and supports the implementation of the policy.

**4. Reasons for decision**

- 4.1 Haringey's [Corporate Plan](#) Priorities make a clear public commitment to ensuring a safe borough with stronger communities and partnerships as well as enabling all adults and children to be healthy and achieve their potential. As part of achieving these Corporate Priorities, the Council is taking action to help eradicate violence against women and girls and launched a 10-year Violence Against Women and Girls Strategy in November 2016. The Strategy builds on existing work in Haringey and recognises that both women and men can be victims of abuse.
- 4.2 We recognise that there are occasions where staff could have been better supported through existing Human Resources' policies. The need to develop a

specific policy to consolidate existing policies into a domestic abuse specific policy is a recommendation in two [Domestic Homicide Reviews](#) held into deaths in Haringey.

## 5. Alternative options considered

5.1 The option to not implement a policy and rely solely on existing human resources' policies was considered as the Council has developed guidance for managers to deal with incidents where a member of staff is verbally abused or threatened or physically assaulted in the course of their duties. However, whilst strategies outlined in the [Violence at Work Policy](#) will apply to most situations of non-intimate partner or wider family violence and abuse in the workplace, managers must consider additional factors if these incidents involve domestic violence abuse or wider forms of VAWG

## 6. Background information

6.1 Haringey Council takes the safety of its workforce (permanent/temporary employees, agency workers and contractors) very seriously. Haringey Council managers have a duty to respond appropriately to concerns about the safety or wellbeing of employees and other workers.

6.2 Given the size of the organisation, it is statistically likely that within teams, service areas and directorates that there are staff experiencing or who have experienced different forms of domestic abuse in its broadest definition.

6.3 Support for employees and workers experiencing all forms of abuse is an important element of the Council's commitment to tackling all forms of violence and abuse. It promotes an effective, confidential and empathetic response to staff who experience violence and abuse in their personal or family relationships. The Council has a legal responsibility to provide all staff with a safe and effective working environment.

6.4 This policy recognises that within the workforce, there are those who have experienced violence in their personal or professional lives and those who may be perpetrators of violence. Violence and Abuse has a negative impact on our workforce. It impacts upon the individuals affected as well as the wider workforce morale, productivity and performance. By adopting this policy, Haringey Council aims to address this through a coordinated approach.

## 7. Contribution to strategic outcomes

7.1. The Policy is directly linked to the Corporate Plan, in particular:

- Priority 1: *'Outstanding for all: Children, young people and adults are healthy, thrive and achieve their potential'*
- Priority 2: *'Enable all adults to live healthy, long and fulfilling lives'*

➤ Priority 3: *'A clean and safe borough where people are proud to live'*

7.2. The HR Policy is a key element of fulfilment of the Priority 3 objective of *Preventing and reducing violence against women and girls*

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

**8.1. Comments of the Chief Finance Officer and financial implications (ref: CAPH40)**

8.1.1. Not Applicable.

**8.2. Procurement Comments**

8.2.1 Not Applicable.

**8.3. Comments of the Assistant Director of Corporate Governance and legal implications**

8.3.1. Not Applicable.

**8.4. Equalities and Community Cohesion Comments**

8.4.1 Not Applicable

**9. Use of Appendices**

9.1 Domestic Violence & VAWG HR Policy

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

10.1. Not applicable.

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**Domestic Violence and Abuse and  
Violence Against Women and Girls  
Policy**

**2018**

# Document Control

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<b>Version History</b>	6
<b>Summary of Change</b>	Incorporating changes from HR, Legal, SSCC and the LADO and the Unions
<b>Contact (job title)</b>	Fiona Dwyer (Strategic Lead for Violence Against Women and Girls)
<b>Implementation date</b>	
<b>Review Date</b>	
<b>EqlA Date</b>	
<b>Decision making body &amp; date of approval</b>	
<b>Classification</b>	

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## 1. Introduction

- 1.1 Haringey Council takes the safety of its workforce (permanent/temporary employees, agency workers and contractors) very seriously. Haringey Council managers have a duty to respond appropriately to concerns about the safety or wellbeing of employees and other workers.
- 1.2 This policy, together with guidance and training, forms part of Haringey's Violence Against Women and Girls 2016-2026 Strategy and sits under the governance of the Violence Against Women and Girls Strategic Group.
- 1.3 Given the size of the organisation, it is statistically likely that within teams, service areas and directorates that there are staff experiencing or who have experienced different forms of domestic abuse in its broadest definition.
- 1.4 The term Violence Against Women and Girls is used throughout this document to reflect the disproportionate numbers of women affected across all the strands<sup>1</sup> of VAWG but the policy and the accompanying guidance is clear that anyone can be a victim of abuse.
- 1.5 This policy should be read in conjunction with the guidance on responding to disclosures of domestic abuse and with the accompanying training for managers.

## 2. Scope

- 2.1 This policy applies to all staff, including permanent/temporary employees, contractors or agency staff working on behalf of Haringey. There are some Council policies and procedures referred to which do not apply to contractors or agency workers e.g. the disciplinary procedure and special leave policy. Managers should seek HR guidance.

## 3. Purpose

- 3.1 Haringey's [Corporate Plan](#) Priorities make a clear public commitment to ensuring a safe borough with stronger communities and partnerships as well as enabling all adults and children to be healthy and achieve their potential. As part of achieving these Corporate Priorities, the Council is taking action to help eradicate violence against women and girls and launched a 10-year Violence Against Women and Girls Strategy in November 2016. The Strategy builds on existing work in Haringey and recognises that both women and men can be victims of abuse.
- 3.2 Haringey Council recognises that there are occasions where staff could have been better supported through existing Human Resources' policies. The need to develop a specific policy to consolidate existing policies into a domestic abuse specific policy is a recommendation in two [Domestic Homicide Reviews](#) held into deaths in Haringey.

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<sup>1</sup> In Haringey's VAWG Strategy we include the following strands of violence and abuse: domestic violence and abuse, sexual violence abuse and exploitation, coercive and controlling behaviour, forced marriage, sexual harassment and bullying, female genital mutilation, stalking and harassment, trafficking and modern slavery and crimes committed in the name of 'honour' ('so-called 'honour based violence').

### 3.3 Haringey believes that:

- All forms of violence and abuse are unacceptable and should not be tolerated;
- Violence and abuse is about power and control of women's behaviour and sexual choices by partners or family members
- Abuse can take place regardless of gender, class, income levels, ethnicity, faith, ability, sexuality or age
- A coordinated community response, where agencies and the community work together, is the only effective way to prevent and respond to violence and abuse.
- The forms of violence against women and girls are not discrete strands – they are often connected in a continuum of abuse. Victims often experience more than one form of this violence at any one time, or during their experience of abuse.
- Violence and abuse is a workplace issue because we have a responsibility for the welfare and wellbeing of our workforce.

3.4 Support for employees and workers experiencing all forms of abuse is an important element of the Council's commitment to tackling all forms of violence and abuse. It promotes an effective, confidential and empathetic response to staff who experience violence and abuse in their personal or family relationships. The Council has a legal responsibility to provide all staff with a safe and effective working environment.

3.5 This policy ensures that both victims and perpetrators of domestic abuse are aware of the support that is available within the organisation. It also provides guidance to line managers when supporting staff who are affected by domestic abuse.

## 4. Definitions

### 4.1 Domestic Violence and Abuse

The Cross-Government definition (implemented in March 2013) of domestic abuse is *“any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality.”*

The definition includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage.

### 4.2 Violence against Women and Girls

Violence against Women and Girls (VAWG) is both a form of discrimination and a violation of human rights. Haringey has adopted the United Nations Declaration on Elimination of Violence against Women, which defines violence against women as: *‘Any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women [or girls], including threats of such acts, coercion or arbitrary deprivation of liberty’* (1993, Article 1)

The definition incorporates a wide range of abusive behaviours including physical, sexual, financial, emotional and psychological abuse.

As outlined above, Haringey's [VAWG Strategy](#) includes 9 strands: domestic violence and abuse, sexual violence, abuse and exploitation, sexual harassment and bullying, coercive and controlling behaviour, stalking and harassment, so-called 'honour' based violence, forced marriage, female genital mutilation and trafficking.

## **5. Impact of Violence and Abuse**

### **5.1 The Impact of violence and abuse on the work place**

This policy recognises that within the workforce, there are those who have experienced violence in their personal or professional lives and those who may be perpetrators of violence. Violence and Abuse has a negative impact on our workforce. It impacts upon the individuals affected as well as the wider workforce morale, productivity and performance. By adopting this policy, Haringey Council aims to address this through a coordinated approach.

### **5.2 The Impact of violence and abuse on the workforce**

- Direct impact on productivity at work due to physical or psychological abuse.
- Absenteeism due to injuries such as chronic pain, vision or hearing loss and the psychological impacts of domestic violence such as anxiety, depression, post-traumatic stress disorder and or use of alcohol or drugs as a coping mechanism.
- Taking time off as a result of having to seek help from solicitors, doctors or specialist support agencies.
- Lateness as a result of the abuser trying to prevent a member of staff from going to work.
- Harassment in the workplace: perpetrators of domestic violence may target a victim at work. This can include numerous telephone calls, social media, emails, and the abuser turning up at the workplace or leaving unwelcome notes on the victim's car.

### **5.3 The Impact of violence and abuse on work colleagues**

Domestic abuse also affects people close to the victim and this can include work colleagues. Other staff members may:

- Have to cover or fill in for affected colleagues.
- Try to shield the victim from unwanted communication (phone calls, emails or visits).
- Feel helpless and unsure about how to intervene.
- Feel distracted or disinterested from their own work.
- Experience a negative impact on their own mental health, especially if they are being abused themselves or have previous experience of being abused.
- Experience vicarious trauma.

## 6. General Principles

6.1 The responsibilities of employers, employees and others for the health and safety of persons at work are defined by the [Health and Safety at Work Act 1974](#). Under the Act and the [Workplace Health, Safety and Welfare Policy Guidance](#), employers have a duty to ensure, as far as is reasonably practical, the health, safety and welfare of employees and others at work. The Council has developed guidance for managers to deal with incidents where a member of staff is verbally abused or threatened or physically assaulted in the course of their duties.

6.2 The strategies outlined in the [Violence at Work Policy](#) will apply to most situations of non-intimate partner or wider family violence and abuse in the workplace. However, managers may have to consider additional factors if these incidents involve domestic violence abuse or wider forms of VAWG. These incidents may involve violent partners, ex-partners or abusive family members visiting the workplace, abusive phone calls, emails or social media as well as intimidation or harassment of a member of staff by the alleged perpetrator. These issues could be addressed by the following measures:

- Improving security measures, including ensuring appropriate challenge to those without swipe ID cards and that access to buildings is open to authorised staff only.
- Ensuring reception or security staff are trained not to divulge information about staff, especially personal details such as addresses, telephone numbers or work patterns and alerting them (with the individual's consent) if the perpetrator(s) is known to come to the workplace.
- Offering temporary or permanent changes in workplace, work-times and patterns, helping to make the member of staff less at risk at work and on their journeys to and from work. This could include changes to the office layout to ensure that the staff member is not visible from reception points or from any ground floor windows.
- Offering changes in specific duties, such as answering phones or working in reception area, or, in exceptional circumstances, redeployment to another post (if at all possible).
- Agreeing what to tell colleagues and how they should respond if the abuser(s) rings or comes to the workplace (with the individual's consent to do so).
- Avoiding co-location for the partners who work together in the same workplace
- Making sure that the systems for recording staff whereabouts during the day are adequate and if the work requires visits outside the office, considering how risks can be minimised (e.g. changing duties, allowing another colleague to accompany them on certain journeys and ensuring safety planning is conducted for those who need to travel alone to external meetings).
- Recording any incidents of abuse in the workplace, including persistent phone calls e-mails or visits, to a member of staff by their abuser(s). Details of any witnesses to these incidents should also be noted. These records could be used if the member of staff wants to press charges or apply for an injunction against the alleged perpetrator.
- Managers may have to take into account whether the above measures are operationally appropriate. However, ensuring that staff are safe should be of primary consideration throughout this process and staff should not be made to feel guilty about any of these changes being made.

## 6.3 Confidentiality

Any information obtained in relation to violence and abuse shall be treated in the utmost confidence. Information should only be disclosed in very limited circumstances – this would include:

- Where individuals, service providers, service users, or colleagues could be at risk of significant harm the [Data Protection Act 1998](#) enables the lawful sharing of information although it is best practice to first seek the person's permission to disclose unless it may place anyone at further risk of harm.
- Where child or adult protection may be a concern, for example if a member of staff discloses that a child or a vulnerable adult is at risk from abuse (whether it is physical, sexual, emotional, psychological or neglect).

Where information needs to be disclosed, the staff member must be informed that the information may be disclosed as well as provided with information about where, to whom and why the information may be disclosed. As far as possible, information will only be shared on a need to know basis. Any unauthorised breaches could be subject to disciplinary action being taken for those employed by the Council and could potentially bring legal action against the local authority.

The consequences of breaching confidentiality could have serious effects for the person experiencing violence and abuse – statistically, the risk of serious harm and murder increase when an individual separates from their partner. It is vital, therefore, not to underestimate the danger or assume that the fear of abuse is exaggerated. It is also important to recognise that for a host of reasons a person may return to an abusive partner and the importance of maintaining a commitment to the provisions of the policy and a non-judgmental attitude is paramount.

## 6.4 Mechanisms of Support

The Council has a number of support mechanisms available for employees which includes:

- The availability of [Occupational Health and/or Employee Assistance Programme \(EAP\)](#) who can offer emotional support to help to those employed by the Council to find a good work/life balance, help with financial or debt planning, or can offer counselling to help with periods of stress.
- Supporting the staff member to change their bank details if the employee has disclosed that their partner/ex-partner or family members have access to their finances or is exerting economic pressure upon them.
- Ability to request leave within the provisions of the [Special Leave Policy](#) (for those employed by the Council) to arrange appointments (with specialist support services, solicitors, schools etc.) during the normal working day. These requests should be treated sympathetically.
- Managers should also explore other measures supportively, such as temporary negotiated hours, where requested by employees experiencing domestic abuse.
- Managers should seek HR advice for those who are not Council employees (agency workers and contractors).

## 6.5 Where a member of staff is a perpetrator of abuse

The Council may report the conduct of any employee, contractor or agency worker who is found to be a perpetrator of abuse to the Police and staff members may be subject to the Council's disciplinary procedures

All employees (including temporary staff, agency workers, consultants, contract workers and anyone supplying a service) must adhere to the Code of Conduct. This includes all employees working on the Council's behalf, including Homes for Haringey, AMEY and others. All employees should be made aware that perpetrating any form of violence and abuse is a serious matter that could lead to criminal convictions.

Violence and abuse outside work (whether or not it leads to a criminal conviction) can also lead to disciplinary action against an employee because of its employment implications. This is because such conduct undermines the confidence the Council (as employer) has in the employee and may also bring the Council into disrepute. There should be an investigation of the facts as far as possible, a view taken and consideration given as to whether the conduct is sufficiently serious to warrant instituting the disciplinary procedures for those employed by the Council.

Conduct outside of work may lead to disciplinary action being taken against a member of staff; as such conduct may undermine the confidence and trust the organisation has in them. However, the Council recognises that it has a role in encouraging and supporting perpetrators to address violent and abusive behaviour of all kinds.

In addition, such conduct may make certain job duties inappropriate and justify dismissal or redeployment. It will not be appropriate for a perpetrator of domestic abuse to be providing services to vulnerable adults and / or children.

Disciplinary action could result in the employee being dismissed or a change of duties or a transfer may need to be considered in such circumstances.

Similarly, proven harassment or intimidation of Council employees by their partner, ex- partner or family member who also works for the Council will be viewed seriously and may be considered as gross misconduct with immediate dismissal.

If any of these circumstances are brought to a manager's attention, advice from Human Resources should be sought in the first instance. Managers should seek HR advice for those who are not Council employees (agency workers and contractors).

## **7. Roles and Responsibilities**

Below is a brief introduction and outline of the roles and responsibilities of employees/colleagues, line managers, Human Resources and senior managers. It does not replace the need for training and awareness about how to respond appropriately to disclosures or suspicions of violence and abuse.

### **7.1 Employees/Colleagues**

Employees/staff members should understand the important role they can play in supporting their colleagues experiencing violence and abuse by:

- Having an awareness and understanding of the dynamics of abuse and how to respond sensitively and appropriately.

- Raising awareness within teams of what is violence and abuse in team meetings and undergoing training.
- Respecting an individual's confidentiality (unless there are concerns about children or vulnerable adults, as per section 6.3).
- Providing information on local or national sources of help to their colleague experiencing violence and abuse.
- Recognising their limitations and understanding that specialist support services are best placed to provide holistic support.
- Responding positively to the individual's need and any adjustments made.

## 7.2 Line managers

Line managers have a key role to play in supporting their staff who are experiencing violence and abuse by:

- Adopting a sensitive and non-judgmental approach when dealing with staff who have experienced or are experiencing abuse.
- Ensuring that the staff member can request to have someone of the sex (or gender) of their choosing carry out any of the supporting procedures.
- Ensuring that the staff member is listened to and that any violence or abuse disclosed is taken seriously and responded to appropriately. Training and support is available to support line managers to use existing structures to support their staff better.
- Ensuring that any discussion about the staff member's situation takes place in a private space (including the offer of a discussion off-site) and that their confidentiality is respected as far as possible (explaining the limits of confidentiality).
- Understanding that the staff member may wish to have HR, EAP or First Care to attend any discussion meetings with them as an advocate
- Understanding that the staff member may wish to disclose to a third party such as a colleague, specialist support service, trade union representative etc.
- Being aware of the specialist support services that are available in Haringey and how to refer to the services.
- Ensuring that they have undertaken the necessary training in order to best support their staff.
- Understanding that any support should be led by the staff member and referrals to support or wider disclosures should not be done without their consent (unless there are safeguarding concerns).
- Recognising that they may become aware of violence and abuse through absence or sickness monitoring or poor work performance. Identifying that staff member is experiencing difficulties at an early stage can help ensure appropriate help is provided. The focus should be on supporting rather than penalising or putting additional pressure on staff affected.

- Taking appropriate steps to ensure any files, including all electronic records, containing information about those experiencing abuse do not contain details of current addresses. Addresses may need to be held separately to ensure the abuser has no way of accessing them.
- Being aware that there may be staff who are perpetrators of domestic abuse and that confidentiality is of paramount importance as both victim and perpetrator may work for the Council.

### **7.3 Directors, Assistant Directors and Heads of Service**

Directors, Operational Directors and Heads of Service have overall accountability for the health and wellbeing of the workforce under the Health and Safety at Work Act 1974. They can support the managers in their services by:

- Ensuring that all line managers within their service undertake appropriate training and know how to respond to violence and abuse.
- Acknowledge that within their service they may have managers who are victims and perpetrators and respond sensitively to any requests for discussion from employees bypassing their normal hierarchy.
- Ensure that the wellbeing of their workforce is a paramount consideration.
- Ensure there is zero tolerance to all forms of VAWG, including sexual harassment in the workplace

### **7.4 Human Resources (HR)**

HR has responsibility to:

- Ensure that hiring managers ensure that new staff members are made aware of this policy and its implications.
- Remain vigilant, especially when involved in grievance or disciplinary proceedings, capability procedures or sickness procedures.
- Protect confidentiality in all instances (excepting the requirements of child protection or protection of vulnerable adults).
- Discuss and agree the specific steps that can be taken to help the workforce stay safe in the workplace
- Support the affected staff member to remain productive in work (including homeworking, off site and office based) or if this is not safe to do so using Haringey's [special leave policies and procedures](#) where appropriate.

## **8. Links to other HR Policies/Procedure and Guidance**

There are links to a range of HR policies and procedures, including but not limited to: [Disciplinary Procedure](#); [Sickness](#); [Grievance](#); [Leave Policy](#) and [Flexible Working policy](#).

## 9. Further Reading

DH and Safe Lives (undated) Responding to Colleagues experiencing domestic abuse: Practical guidance for line managers, human resources and employee assistance programmes, London: Department of Health.

Sharp, N., King, L. And Blacklock, N. (2010) *Domestic Violence Resource Manual for Employers*, London: Refuge and Respect.



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**Report for:** Staffing and Remuneration Committee, 23<sup>rd</sup> January 2018

**Title:** Schools HR Policies

**Report authorised by :** Mark Rudd, Assistant Director Corporate Resources

**Lead Officer:** Julie Amory, Schools HR Business Partner

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

1.1 This report presents a number of model policies to be recommended by the Council for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools, which the Council maintains, and to be implemented by the Council in respect of any unattached teachers that it employs. The recommended policies are:

- Annual Leave and Special Leave;
- Flexible Working;
- Whistleblowing;
- General Data Protection Policy;
- GDPR Privacy Notices.

## 2. Cabinet Member Introduction

Not required for the Staffing & Remuneration Committee.

## 3. Recommendations

3.1 That the Committee approves the model policies attached at Appendix A through to D:

- i. be recommended by the Council from 23 July 2018 for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools which the Council maintains;
- ii. be implemented by the Council in respect of any unattached teachers it employs from 23 July 2018.

The appendices are exempt from publication under Part 1, Section 12 a (3) of the 1972 Local Government Act.

3.2 These new policies will replace any existing policies and guidance that are currently in place.

3.3 That the Committee authorises the Assistant Director Corporate Resources, in consultation with the Chair of the Committee, to make such amendment to the policies as he considers minor. Any such amendments to be reported back to

the meeting of the Council immediately following the making of the amendments.

**4. Reasons for decision**

- 4.1 Having good HR policies and procedures assists in providing schools with a framework to manage Council employees based at the school effectively, and ensure compliance with employment law, but also statutory requirements relating to staff in schools. These policies were reviewed in consultation with Heads and Trade Unions.

**5. Alternative options considered**

- 5.1 The alternative is to not conduct any reviews and continue to the existing versions. However, it is accepted that reviewing HR policies is necessary to ensure that policies reflect changes in employment legislation, case law and best practice. Furthermore, it is good practice to review HR policies regularly to ensure that these meet the needs of Haringey schools.

**6. Background information**

- 6.1 The Council has produced various model HR policies and procedures that cover its employment relationship with its staff in schools. The decision whether to adopt these policies and procedures lies with the governing bodies of those schools.
- 6.2 Haringey Schools HR owned these documents, which it periodically reviews and presents to this Committee for ratification following a full consultation process with key stakeholders including headteachers, governing bodies, trade unions, and the Schools Consultative Group.

**7. Model Annual and Special Leave Policy (Exempt Appendix A)**

- 7.1 The Haringey Schools Model Annual and Special Leave Policy has been separated into a standalone document as information on this topic previously formed part of the Leave Time Off and Maternity Policy issued in 2004.
- 7.2 The updated policy contains a new section 'Calculating Annual Leave (Support Staff)', which is aimed at providing guidance on how to calculate annual leave for this group of employees.

**8. Model Flexible Working (Exempt Appendix B)**

- 8.1 The Haringey Flexible Working is a new standalone policy as the entitlement to request flexible working is now no longer limited to those with responsibility for the care of children or vulnerable adults.
- 8.2 The revised policy now applies to all employees who have at least 26 weeks continuous service when making a statutory flexible working request provided the individual has not made another statutory request during the past 12 months.

- 8.3 In addition to the above changes, there are also three new sections covering 'Trial periods' (see Section 9), 'Deferring flexible working' (see Section 10) and 'Job Sharing' (see Section 11).

**9. Model Whistleblowing Policy (Exempt Appendix C)**

- 9.1 This policy has been updated to reference latest legislation and best practice including The Public Interest Disclosure Act (PIDA) 1998, the Enterprise and Regulatory Reform Act 2013 and Keeping Children Safe in Education (September 2016).
- 9.2 There are also new sections that provide greater clarity on anonymity of the individual making the protected disclosure, concerns raised by children and a section on who is responsible for the policy and its implementation.

**10. Model General Data Protection Policy and Privacy Notices**

- 10.1 To address the changes to data protection, Haringey Schools HR has developed a General Data Protection Policy and Privacy Notices. To support the GDPR policy, the Service has also produced a Subject Access Procedure, which will be presented to a future meeting of this Committee.

**11. Contribution to strategic outcomes**

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

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

**Legal Comments**

- 12.1 The Assistant Director, Corporate Governance, has been consulted in the drafting of this report and makes the following comments:

Legal Services have been involved in the drafting of the Policies. They comply with all relevant legal requirements.

**Chief Finance Officer Comments**

- 12.2 All the policies are updated to reflect correct statutory requirements and do not appear to have any financial implication as the entitlements have not changed.

**13. Use of Exempt Appendices**

Appendix A – Haringey Schools Model Annual and Special Leave Policy;  
Appendix B – Haringey Schools Model Flexible Working Policy;  
Appendix C – Haringey Schools Model Whistleblowing Policy;  
Appendix D – Haringey Schools Model General Data Protection Policy and Privacy Notices

(4 appendices covering Infants, Primary and Secondary Schools)

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

14.1 This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in Part 1 of Schedule 12A of the Local Government Act 1972) paragraph (3) information relating to financial or business affairs of any particular person (including the authority holding that information) and paragraph 5 information in relating to any consultations or negotiations or contemplated negotiations in connection with any labour relations matter.

14.2 Appendices A – D are Exempt.

By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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