

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 17th December, 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

Agenda

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 5 - 10)

To confirm and sign the minutes of the meeting held on 1 October 2018.

To approve the minutes of the Special Staffing and Remuneration Committee held on 28 September 2018.

7. RECRUITMENT AND RETENTION OF SOCIAL WORKERS WITHIN CHILDREN'S SERVICE (PAGES 11 - 18)

The purpose of this paper is to review the current recruitment and retention strategies for qualified Social Workers within Children's Services. This report was requested by the Chair of Staffing & Remuneration Committee.

8. HEALTH AND SAFETY POLICY REVIEW, STRATEGY AND ANNUAL REPORT (PAGES 19 - 66)

The current Corporate Health, Safety and Wellbeing Policy is in need of review to reflect the latest changes in the Council's structure and to ensure it remains fit for purpose. As part of this review, the policy establishes the framework to implement a Corporate Health and Safety Strategy.

This strategy defines and co-ordinates the Council's approach to the management of health and safety. It sets the aim and objectives for managing health and safety in the council for the next 4 years. This includes how the

council will set out to realise the strategy as well as how health and safety performance will be measured.

9. REVIEW OF COUNCIL GRIEVANCE POLICY (PAGES 67 - 82)

As part of the Council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Grievance Policy (attached as Appendix 1) and Practice Notes (attached as Appendix 2). The policy is set out in the new format at the last meeting of the Committee on Monday, 1st October 2018.

10. FORWARD PLAN REPORT 17 DEC 18 (PAGES 83 - 86)

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 from January 2019 for the final three months of the municipal year.

11. PRACTICE NOTE SENIOR MANAGER RECRUITMENT (PAGES 87 - 96)

The Human Resources team have produced the Recruitment Practice Note (Senior Managers) as an adjunct to the main Recruitment Policy to ensure a better understanding of the obligations of Officers and Members in the recruitment process. The practice note aims to provide more consistency and better transparency to the key elements of the process so that everyone is clear of their role and responsibilities.

12. PEOPLE REPORT SEPTEMBER 2018 (PAGES 97 - 100)

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.

13. NEW ITEMS OF URGENT BUSINESS

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

14. DATE OF NEXT MEETING

11 February 2019

15. EXCLUSION OF PRESS AND PUBLIC

Item 16 is likely to be subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

16. MINUTES (PAGES 101 - 102)

To approve the exempt minutes of the Special Staffing and Remuneration Committee held on 28 September 2018.

Felicity Foley, Acting Committees Manager

Tel – 020 8489 2919

Fax – 020 8881 5218

Email: felicity.foley@haringey.gov.uk

Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

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

Monday, 10 December 2018

**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON MONDAY, 1ST
OCTOBER, 2018, 7.00 - 8.20 pm**

PRESENT:

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

Also in attendance: Councillor Noah Tucker

1. 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.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

None.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None.

6. MINUTES

RESOLVED that the minutes of the meeting held on 23 July 2018 be approved as a correct record.

Julie Amory, HR Business Partner, informed the Committee that she was working with Fiona Dwyer in relation to implementing the Violence Against Women and Girls policy in schools. Further information would be provided to a future meeting.

Mark Rudd, Assistant Director for Corporate Resources, informed the Committee that there had not been a formal consultation on the structure of the regeneration team, and he would ensure that the HR Business Partner kept the Committee Chair informed of the process. He confirmed that it was council policy that staff in acting up positions could only be confirmed in such positions if they were successful in

competitive recruitment. In response to a question from Cllr Brabazon he confirmed that there would be national advertisement.

7. SCHOOLS MODEL PAY

Julie Amory, HR Business Partner, introduced the report as set out. The main changes were in detailed in exempt appendix four. The information would be made available to all school staff, regardless of whether they subscribed to Haringey's policies.

In response to questions from the Committee, it was explained that the additional allowances were paid to staff depending on extra duties carried out in addition to teaching work. Academies did not need to follow the pay scales set by Haringey schools, and would tend to set their pay scales higher than a local authority for senior posts.

RESOLVED that the updated Model Schools Pay policy for September 2018 be approved, and adoption to Haringey maintained schools be recommended.

8. HR FORWARD PLAN 2018/19

The Chair led the discussion on the HR Forward Plan.

Transgender policy – the date of discussion of the report should be changed to 'to be agreed', as it would be prudent to await the outcome of the Gender Recognition Act consultations and legislation.

Review of Recruitment and Retention in Children's Services – further work was required on looking at the barriers to permanent employment, and the potential for training existing members of staff looking to change career paths and entering social work. It was also important to identify a strategy for bringing social workers 'in house'. A report would be provided at the December meeting.

The Committee requested that a guidance document be developed for Members in relation to senior officer appointments and be added to the work programme, and that an update on the Apprenticeship Levy be provided at the December meeting.

The Committee discussed the development of the Workforce Plan and noted that the plan needs to include diversity, local recruitment, more agile workforce and recruitment of under 25s. The plan will be presented to the Committee once agreed.

RESOLVED that the report be noted.

9. HR POLICY REVIEW

Ian Morgan, Reward Strategy Manager, introduced the report as set out. Progress had been made on reviewing the grievance policy, and it was likely that the next policy for review would be the code of conduct. The approach for selecting policies for review would be on a needs basis.

In regard to the grievance policy, it was important that it was reviewed as currently HR received on average one grievance per week. There were missed opportunities to resolve many of these informally, and so reviewing the policy would encourage informal mediation before a formal grievance was lodged.

RESOLVED that the report be noted.

10. IMPLEMENTATION OF THE NEW NJC PAY SPINE

The Committee noted the report and invited officers to report back to the Committee if there were any further actions following the consultation exercise.

RESOLVED that

- a. The proposal for the assimilation to the new NJC pay spine be noted; and**
- b. The consultation exercise regarding the introduction of the new pay and grading framework with effect from 1 April 2019 be approved.**

11. PEOPLE REPORT JUNE 2018

Ian Morgan advised that there was nothing significant to report to the Committee in relation to the report.

The Committee requested that the next report include information on temporary agency staff and details of the service areas in which consultants and interims were employed.

RESOLVED that the report be noted.

12. NEW ITEMS OF URGENT BUSINESS

None.

13. DATE OF NEXT MEETING

17 December 2018

14. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting as items 15 and 16 contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); para 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information); and para 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

15. SCHOOLS MODEL PAY

The Committee considered exempt information pertaining to the Schools Model Pay report.

16. IMPLEMENTATION OF THE NEW NJC PAY SPINE

The Committee considered exempt information pertaining to the Implementation of the new NJC pay spine report.

CHAIR: Councillor Julie Davies

Signed by Chair

Date

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON FRIDAY, 28TH SEPTEMBER, 2018

PRESENT:

Councillors: Julie Davies (Chair), Patrick Berryman and Paul Dennison

100. 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.

101. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were noted from Cllr Brabazon and Cllr Culverwell.

102. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution there were items of urgent business to be considered.

103. DECLARATIONS OF INTEREST

There were no declarations of interest.

104. APPOINTMENT OF DIRECTOR OF FINANCE

The Committee considered the report of the Director of Customers, Transformation and Resources on the appointment to the position of Director of Finance. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K considered the recommendation of an interview panel, which took place prior to the Committee convening.

It was further clarified that the role of Section 151 officer was attached to the position of Director of Finance and that the successful candidate had the appropriate CIPFA accounting qualifications to fulfil the role.

RESOLVED

1. To appoint Jon Warlow to the post of Director of Finance; and
2. To note that this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered to him by the Council.

105. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting to allow consideration of exempt information as defined in section 100a of the Local Government Act 1972(as amended by Section 12A of the Local Government Act 1985): paragraph 1, information relating to an individual.

106. APPOINTMENT TO THE POST OF DIRECTOR OF FINANCE

As per decision 104.

CHAIR: Councillor Julie Davies

Signed by Chair

Date

Report for: Staffing & Remuneration Committee, 17 December 2018

Title: Recruitment and Retention of Social Workers within Children's Services

Report authorised by: Ann Graham – Director of Children's Services

Lead Officer: Brenda McMahon – HR Business Partner Children's Service

Ward(s) affected: None

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

1. Describe the issue under consideration

1.1 The purpose of this paper is to review the current recruitment and retention strategies for qualified Social Workers within Children's Services. This report was requested by the Chair of Staffing & Remuneration Committee.

2. Cabinet Member Introduction

2.1 Not applicable.

3. Recommendations

3.1 That the committee noted the contents of this report.

4. Reason for Decision

4.1 Not applicable.

5. Alternative options considered

5.1 Not applicable.

6. Background information

6.1 National Challenges:

6.1.1 According to the most recent Department for Education Social Work statistics in England, there are currently 398,430 Children In Need (CIN) with an estimated 670,000 children living in 'high risk' situations.ⁱ Official statistics illustrate that, between 2010 and 2016, the rate of all CIN per 100,000 decreased by 1%, moreover the rate of children issued with Child Protection Plans increased by 24% and the rate of looked after children increased by 9%.ⁱⁱ Worryingly, it is estimated by 2020, there may be an estimated 5 million children living in poverty in England.ⁱⁱⁱ

6.1.2 From a national context with regards to the overall Qualified Social Worker workforce data issued in February 2018, the number of Children and Family Social Workers as of 30th September 2017 was 30,670. The national average turnover rate for Social Workers stood at 15% and 4,000 (FTE) of the 5,340 (FTE) agency workers working as children and family social workers were covering vacancies – this equates to 75% (FTE) of all agency workers covering vacancies.^{iv}

6.1.3 As well as increased demands on services, there have also been budgetary pressures. Since 2010, there has been a fall in local spending power with cuts of early support services and budget reserves being utilised to bridge the gap.^v In 2015/2016, there was an estimated overspend of £605 million on Local Authorities Children’s Services budgets.^{vi} By 2025, it is estimated that Local Authorities are facing a £3 billion funding gap for Children’s Services with a further drop in the Early Intervention Grant by £183 million.^{vii}

6.1.4 Where the Social Work workforce is concerned, the profession is showing signs of strain. Some of the strains associated with the Social Worker profession include stress related burnout with 63 percent of leavers in 2017 having worked less than five years.^{viii} There is also a national shortage of experienced social workers, although in 2017 the number of newly qualified social workers increased in contrast to previous years.^{ix}

6.1.5 Across England, Local Authorities have responded differently to these signs of strain. In London, caseloads on average are lower with a high dependency on agency workers. In the North and parts of the Midlands, caseloads tend to be higher with a lower dependency on agency workers.

6.1.6 When undertaking their inspections Ofsted are interested in a number of aspects including core aspects of the stability of the workforce, social worker development opportunities, supervision practices, caseloads levels and leadership support. Two recent examples of Ofsted Inspections for Brighton and Hove Council and Tameside Council clearly demonstrate the value which Ofsted place on the stability of the workforce. Brighton and Hove Council has been praised by Ofsted for its strategy in ending the use of agency social workers.^x In contrast, Tameside Council has been rated as inadequate due to a number of reasons including a 41% social worker agency dependant workforce.^{xi}

6.2 Local Challenges

6.2.1 As well as responding to National challenges, Haringey Council’s Children’s Services department also have local challenges to respond to. The London Borough of Haringey is an exceptionally diverse and fast-changing borough with a population of 258,912.^{xii} The London Borough of Haringey is one of the most diverse boroughs in London with 80.6% of children in schools describing themselves as non-White British compared with London and England (65% and 23% respectively). One in five of the population is aged between 0-19 years and it has the 8th highest child poverty rate in London and the 11th in England.^{xiii}

6.2.2 The current qualified Social Worker workforce within Haringey Council’s Children’s Services stands at 207 out of a total departmental workforce of 695. As of October 2018, the qualified social worker profile broken down by role was:

Role Title	Number of Roles
Social Worker	127
CPA/IROs	7
Senior Practitioner	28
Team Manager	27

Service Manager	8
Head of Service	6
Assistant Directors	3
Director of Children Services	1
Total	207

As of October 2018, the turnover rate of permanent Social Worker roles stood at 10.62% with London Boroughs' average being 17% (DfE). The turnover target rate for Children's Services in Haringey Council is 8%. It should be noted that the reason as to why the Children's Services turnover is under the London Boroughs' average is that agency turnover is not monitored within Haringey Council. The current qualified agency social worker profile within Children's Service is 33.33%. The average London Boroughs' agency social worker profile is currently 24%. As of October 2018, the agency social worker profile breakdown was 42 frontline agency social workers and 22 agency qualified social workers at Senior Practitioner, IRO/CPA, Team Manager and Service Manager level.

6.2.3 The specific challenges which the Social Worker workforce face in Haringey Council include:

- Above national average agency social worker fill rate. As of October 2018, the agency fill rate stood at 33.33%.
- High agency spend rate - The current average monthly spend on agency workers for Children's Services over the period April 2018 to October 2018, is £440k.
- Turnover rate of permanent social worker - As of October 2018, the permanent social worker turnover rate is 10.82%. The permanent social worker turnover target is 8%.
- Above Council average sickness rate - For September 2018, the average sickness days in Haringey Council was 9 days with Children's Services being at 11 days.
- The difference of salary costs inclusive of on costs between qualified frontline social workers and agency social workers is low at £6k. Therefore, there are not significant cost savings to be made by converting agency social workers to permanent social workers. The focus is on having a permanent social worker establishment for practice improvement.

6.2.4 In addressing these challenges, there are a number of workforce specific initiatives and strategies which are being undertaken. These workforce initiatives and strategies involve a wide range of stakeholders and are interlinked to other strategies such as the MTFs and the Children's Services Improvement Programme.

6.3 Recruitment and Retention Strategies

6.3.1 The purpose of these workforce initiatives and strategies is to increase levels of employee engagement and mobility, increase workforce related cost-efficiencies and ultimately futureproof the Children's Services department.

6.3.2 The key objectives which underpin the initiatives and strategies are

- Recruitment
- Financial
- Retention
- Develop a “Grow Our Own Strategy”

6.3.3 Within the Recruitment objective, there are a number of actions being undertaken. These include

- meeting monthly with Haringey Council’s resourcing partner HAYS and going through the monthly Recruitment management information,
- following up with any actions plan once this management information has been analysed,
- developing a recruitment attraction strategy for permanent Social Workers, agreement on KPIs and SLAs,
- creating a digital recruitment strategy and a review of all Recruitment processes. HAYS, the Council’s resourcing partner have also been tasked with a number of actions including
- to successfully recruit an agreed number of qualified social worker roles within a specific timeframe,
- to create a standard Recruitment management information dashboard,
- to review their operation of Tier 2 suppliers and
- to ensure that there is greater onsite support.

6.3.4 Within the financial objective, the focus has been on

- the agreement of financial objectives for Budget Holders,
- SAP objectives for Children’s Services Managers,
- all managers receiving finance training,
- an analysis of cost of Absenteeism to the Children Services department,
- a reviewed process for the signing off of new vacancies and
- clear objectives in place for establishment cleansing and
- a costing exercise of how much savings are potentially had by converting all agency workers to permanent employees.

The Recruitment and Retention offer which has been in place since January 2016 and noted that it had reduced agency spending from £4.63m in 2014/15 to £4.54m in 2017/2018.

The Recruitment and Retention payments for qualified social workers are:

Table 1 – Recruitment – Current Payment Schedule

Recruitment Payment Schedule	
Target Area	T1 (Assessment and Safeguarding)
Amount	Trigger
£1,000	On appointment
£1,000	Immediately after the satisfactory completion of probation and the review against the capability framework at 6 months.
£1,000	Immediately after the satisfactory completion of the programme of work at the end of the first 12 months.

Table 2 – Retention – Current Payment Schedule

Retention Payment Schedule	
Target Area	T1 (Assessment and Safeguarding)
Amount	Trigger
£1,500	Every 6 months. First payment for those appointed on or after 1 st January 2018 will be immediately after the end of the first 18 months.
Target Area	T2 (Children in Care and Placements)
Amount	Trigger
£1,000	Every 6 months. First payment for those appointed on or after 1 st January 2018 will be immediately after the end of the first 18 months.
Target Area	T3 (All other social workers, senior practitioners, team managers, IROs and CPAs)
Amount	Trigger
£750	Every 6 months. First payment for those appointed on or after 1 st January 2018 will be immediately after the end of the first 18 months.

6.3.5 Within the Retention objective, these actions centre on

- improving completion rates for My Conversation and implementing a new 1-2-1/My Conversation form across Children’s Services,
- delivering a series of Training workshops for all Children’s Services Managers,
- developing clear career pathways and embedding a culture of learning and knowledge sharing,
- reviewing the Children’s Services Induction,
- developing a “Grow Our Own Strategy” for Children’s Services,
- developing a Children’s Services Workforce Strategy,
- a review of the Children’s Services Learning and Development offering, and
- a review of sickness and exit interview processes.

6.3.6 These actions are aligned to the changing needs of the Children’s Services department. It should be noted that some of these actions have been completed and others continue to be worked on.

6.3.7 One of the key strategies which is being utilised in addressing the Recruitment and Retention challenges within Children’s Services is the development of a “Grow Our Own Strategy”. This is already underway with the release of 10 agency Social Workers with the appointment of 10 ASYE students between October 2018 to January 2019. There is also a focus on scoping out what frameworks would need to be in place to upscale the intake of ASYE students and student placements. Furthermore, the Learning and Organisational Development lead for Children’s Services and the HR Business Partner for Children’s Services are working together on developing career pathway frameworks for all qualified social worker roles. This will then give clearer opportunities for succession planning with Children’s Services.

7. Contribution to strategic outcomes

- 7.1 The Recruitment and Retention strategies are key elements in ensuring that the Council has a sufficient, stable and appropriately qualified workforce to deliver on its commitment to enable every child and young person to enjoy the best start in life.

8 Statutory Officers' comments

8.1 Chief Finance Officer

The current recruitment and retention monetary reward scheme was approved by the Staffing and Remuneration Committee in 2015, and was implemented in January 2016 following revision of a previously agreed scheme. The previous scheme limited recruitment and retention payments to £1.5k per year, and £2k per year respectively for social workers, senior practitioners and team managers.

Spending on social workers is a significant part of the costs of Children's Services. The staffing budget is £22.6m, of which £12.1m (54%), is within the Safeguarding and Social Care service. In general, agency staff cost more than equivalent permanent employees, so the high level of social workers is a major contributor to the staffing overspend (£1.1m at quarter 2).

The service is currently incurring £330k - £340k (2018/19) for this scheme, with an estimated full year cost of £414k if all positions were occupied by permanent staff qualifying under the scheme.

Although there was reduction in agency spend within Safeguarding and Social Care budget (£3.5m spend in 2016/17), spend has remained in the region of £4m over the period 2014/15 to 2017/18 (note table below), with a similar figure projected for 2018/19 (at quarter 2).

2017/18 (Spend)	2016/17 (Spend)	2015/16 (Spend)	2014/15 (Spend)
£4.5m	£3.5m	£4.4m	4.6m

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from the report.

9 Use of Appendices

Not applicable.

10 Local government (Access to Information) Act 1985

Not applicable.

Bibliography

- ⁱ Children’s Commissioner, 2017, ‘On measuring the number of vulnerable children in England’, <https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/07/CCO-On-vulnerability-Overveiw.pdf>
- ⁱⁱ Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf
- ⁱⁱⁱ <https://www.insidehousing.co.uk/news/news/five-million-british-children-sentenced-to-poverty-by-2020-40013>
- ^{iv} https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/681546/SFR09-2018_Main_Text.pdf
- ^v Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf
- ^{vi} <https://www.local.gov.uk/about/campaigns/bright-futures/bright-futures-childrens-services/childrens-services-funding-facts>
- ^{vii} <https://www.local.gov.uk/about/campaigns/bright-futures/bright-futures-childrens-services/childrens-services-funding-facts>
- ^{viii} Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf
- ^{ix} Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf
- ^x <https://www.cypnow.co.uk/cyp/news/2005681/council-gets-good-ofsted-rating-after-ending-agency-worker-use>
- ^{xi} <http://www.communitycare.co.uk/2018/09/18/inadequate-service-struggling-41-agency-social-workers-practitioners-leave-management-changes/>
- ^{xii} https://www.haringey.gov.uk/sites/haringeygovuk/files/130625_final_child_poverty_strategy_2013-15_2.pdf
- ^{xiii} https://www.haringey.gov.uk/sites/haringeygovuk/files/130625_final_child_poverty_strategy_2013-15_2.pdf

This page is intentionally left blank

Report for: Staffing and Remuneration Committee, 17/12/2018

Title: Health and Safety Policy review, Strategy and Annual Report

Report authorised by : Richard Grice, Director of Customers, Transformation and Resources

Lead Officer: Alexis Correa, 020 8489 2928, alexis.correa@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The current Corporate Health, Safety and Wellbeing Policy is in need of review to reflect the latest **changes in the Council's structure** and to ensure it remains fit for purpose. As part of this review, the policy establishes the framework to implement a Corporate Health and Safety Strategy.

This strategy defines and co-ordinates **the Council's approach** to the management of health and safety. It sets the aim and objectives for managing health and safety in the council for the next 4 years. This includes how the council will set out to realise the strategy as well as how health and safety performance will be measured.

2. Cabinet Member Introduction

Not required for the S&R Committee

3. Recommendations

- 3.1 That the Committee approves the draft Corporate Health and Safety Strategy 2018- 2022 , attached at Appendix A .
- 3.2 That the Chief Executive is authorised in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board and with the Corporate Board to make such amendments to the Strategy as s/he considers minor, such amendments to be reported to the meeting of the Committee next following such amendments being made.
- 3.3 That the Committee approves the draft Corporate Health, Safety and Wellbeing Statement Policy, attached at Appendix B.
- 3.4 That the Chief Executive is authorised in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board and with the Corporate Board to make such amendments to the Policy as s/he considers minor, such amendments to be reported to the meeting of the Committee next following such amendments being made.

3.5 That the Committee notes the Health Safety Annual Report for 2017-2018 , attached at Appendix C .

4. Reasons for decision

4.1 The Corporate Health , Safety and Wellbeing Policy was reviewed to ensure it remains fit for purpose, reflecting the latest changes in Council structure.

4.2 There are four significant additions to the Policy that are intended to raise standards of safety across the Council:

- Employees are explicitly given the right to refuse carrying out an activity that put them in imminent danger of serious personal injury.
- The Corporate Health and Safety Team members have the authority to stop activities to which this policy applies, that are placing people at imminent danger of serious personal injury.
- The Corporate Health and Safety Team members, as part of their duties, have the right of access to Council workplaces, although unannounced visits will only be carried out when there is a business need or a health and safety concern.
- The creation of the Corporate Health and Safety Strategy.

4.3 The Corporate Health and Safety Strategy 2018- 2022 defines and **co-ordinates the Council's approach to the management of health and safety**. The standards contained in the strategy meet statutory responsibilities and good management practices that should serve to stimulate improvements in service delivery as well as health and safety performance. The six aims of the strategy are:

1. Maintain and develop the Health and Safety Management System to improve control of risks and ensure continuous improvement in health and safety standards and performance.
2. Support service areas and managers to comply with health and safety legislation and to target health and safety improvements in higher risk areas.
3. Reduce accidents, injuries and ill-health at work.
4. Provide the framework for setting and reviewing occupational health and safety performance.
5. To undertake a range of activities to improve the health and safety culture of the Council.
6. Encourage an increase in workforce competence to facilitate the promotion of sensible and proportionate risk management and to reinforce worker involvement and consultation in all health and safety matters.

5. Alternative options considered

Do Nothing:

- 5.1 Doing nothing would leave the Council with an out-of-date policy. The review **of the Council's Health and Safety Management System, including the Corporate Health, Safety and Wellbeing Policy** as its cornerstone, is part of the statutory requirement to comply with the Management of Health and Safety at Work Regulations 1999. These regulations require employers to make and give effect to such arrangements as are appropriate for the effective planning, organisation, control, monitoring and review of the measures identified by the employer in consequence of risk assessments as those it needs to take to comply with health and safety legislation. The Corporate Health, Safety and Wellbeing Policy sets out such arrangements.
- 5.2 Having an out of date policy may result in not meeting the required standard, which leaves the Council potentially liable in the case of a H&S breach resulting in an incident or accident.
- 5.3 The 2018-2022 Corporate Health and Safety Strategy sets out the aims that drive it to ensure the Council follows a path of continual improvement, identifying the key performance indicators that will be used to measure its **success. The Strategy is part of the Council's Health and Safety Management System** laid out by the Corporate Health, Safety and Wellbeing Policy. Therefore it supports its implementation and shares its possible consequences if not implemented.

6. Background information

- 6.1 Drafts of Appendices A and B were presented to the Corporate Health, Safety and Wellbeing Board on 10/07/2018 and the Corporate Board on 31/07/2018. Both of these forums agreed to recommend their approval. Since then the drafts have had minor drafting amendments made to them.
- 6.2 The strategy will be reviewed on an annual basis or sooner following significant change to ensure it remains fit for purpose. The policy will be reviewed annually. It may be necessary for minor amendments to be made to the strategy and/or the policy as a consequence of these reviews. Recommendations 3.2 and 3.4 of this report provide a mechanism for making minor amendments to respectively the strategy and the policy, without these amendments having to be brought back to the Committee for further consideration.

7. Contribution to strategic outcomes

The review and approval of the Corporate Health and Safety Policy supports the Council objective to create a clean and safe borough, *'a place which is a clean, well maintained and where everyone feels safe and is proud to live and work'*.

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

Finance

There are no direct financial implications arising from this report. Adopting the revised 2018-2022 Corporate Health and Safety Strategy and implementing the Corporate Health, Safety and Wellbeing Policy will be contained within existing agreed budgets.

Procurement

Strategic Procurement notes the contents of this report; however, there are no procurement implications to be considered.

Legal

Assistant Director of Corporate Governance

The proposed Corporate Health and Safety Strategy, and the proposed Corporate Health, Safety and Wellbeing Policy, enables the Council to meet its obligations as an employer under section 2 (3) of the Health and Safety at Work etc Act 1974 to prepare and as often as may be appropriate revise its general policy with respect to the health and safety at work of its employees and the organisation and arrangements for the time being in force for carrying out that policy. They also enable the Council to meet its obligations as an employer under Regulation 5 of the Management of Health and Safety at Work Regulations 1999 to make such arrangements as are appropriate for the effective planning, organisation, control, monitoring and review of the measures identified by the Council in consequence of risk assessments as those it needs to take to comply with health and safety legislation.

Equality

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 under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

The decision is to adopt the Corporate Health and Safety Strategy for 2018-22 and a revised Corporate Health, Safety and Wellbeing Policy. Those most affected are Haringey Council staff. Staff with protected characteristics may be disproportionately at risk of ill-health and/or injury from poorly managed health and safety. There is therefore a need to ensure appropriate management of health and safety in order to ensure that members of staff with protected characteristics do not experience discrimination or victimisation in the workplace. Prevention of ill-health and injury to its staff therefore supports the Council to meet its Public Sector Equality Duty.

9. Use of Appendices

The following appendices are included as part of this report:

- Appendix A Corporate Health and Safety Strategy 2018-2022
- Appendix B Corporate Health, Safety and Wellbeing Policy
- Appendix C 2017/ 2018 H&S Annual Report

10. Local Government (Access to Information) Act 1985

Not applicable

Health and Safety At Work Act 1974 (Available at :
<https://www.legislation.gov.uk/ukpga/1974/37>)

External links – Haringey Council is not responsible for the contents or reliability of linked web sites and does not necessarily endorse any views expressed within them. Listing should not be taken as endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

This page is intentionally left blank

Corporate Health and Safety Strategy 2018 - 2022

Introduction

This strategy defines and co-ordinates the Council's approach to the management of health and safety.

This strategy sets the aim and objectives for managing health and safety in the Council for the next 4 years. This includes how the Council will set out to realise the strategy as well as how health and safety performance will be measured.

The standards contained in this strategy meet statutory responsibilities and good management practices that should serve to stimulate improvements in service delivery as well as health and safety performance.

This strategy does not address wellbeing specifically as the Council already has a Workforce Health and Wellbeing Strategy.

The Staffing and Remuneration Committee and the Corporate Committee have approved this strategy for adoption throughout the Council.

The London Borough of Haringey is committed to ensuring the health and safety of employees and other persons who may be affected by its activities. The Corporate Board fully commends this Health and Safety Strategy as the **Council's approach to the** management of Health & Safety.

The Chief Executive accepts overall responsibility for ensuring this strategy is implemented throughout the Council.

Zina Etheridge, Chief Executive

Signed:

Date:

What we want to achieve

The aims of this strategy are to:

1. Maintain and develop the Health and Safety Management System to improve control of risks and ensure continuous improvement in health and safety standards and performance.
2. Support service areas and managers to comply with health and safety legislation and to target health and safety improvements in higher risk areas.
3. Reduce accidents, injuries and ill-health at work.
4. Provide the framework for setting and reviewing occupational health and safety performance.
5. To undertake a range of activities to improve the health and safety culture of the Council.
6. Encourage an increase in workforce competence to facilitate the promotion of sensible and proportionate risk management and to reinforce worker involvement and consultation in all health and safety matters.

How we will achieve it

Aim 1 To maintain and develop the Health and Safety Management System to improve control of risks and ensure continuous improvement in health and safety standards and performance.

We will achieve this by:

- Providing a corporate health and safety policy that describes the Council's Health and Safety Management System which will be published on the Council's Intranet and Website.
- Producing written management procedures and publish them on the Council's Intranet.
- Regularly reviewing and revising all corporate documentation.
- Measuring and reviewing health and safety performance to ensure standards are being improved.

Aim 2 To support service areas and managers to comply with health and safety legislation and to target health and safety improvements in higher risk areas.

We will achieve this by:

- Ensuring service areas have access to a competent Health and Safety Adviser who will work with and advise managers and staff on how to improve health and safety management.
- Identifying higher risk services and areas and ensuring that appropriate and proportionate resource is identified to address these significant risks.
- Providing managers with appropriate health and safety training to enable them to manage the risks within their own work areas.

Aim 3 To reduce accidents, injuries and ill-health at work

We will achieve this by:

- Providing an online incident reporting system to enable easy recording of all incidents, including near misses.
- Investigating incidents to determine any underlying occupational health and safety deficiencies and identify the corrective action and opportunities to prevent a recurrence.
- Reporting all notifiable incidents to the Health and Safety Executive.
- Carry out an annual analysis of accident/incident and absence data to determine statistical trends and use the results to target areas for improvement.

Aim 4 To provide the framework for setting and reviewing occupational health and safety performance.

We will achieve this by:

- Identifying health and safety performance indicators that can be used to measure performance across the whole authority.
- Reviewing progress against performance indicators at the Corporate Health, Safety and Wellbeing Board, including identifying areas requiring further action.
- Carrying out health and safety audits across the Council to ensure that health and safety standards are being maintained and identify areas for improvement.
- Producing an annual health and safety performance report to enable the Corporate Board and Cabinet to review the suitability, adequacy and effectiveness of the Council's occupational health and safety system.

Aim 5 To undertake a range of activities to improve the health and safety culture of the Council.

We will achieve this by:

- Having visible senior management commitment and involvement in managing health and safety.
- Tackling poor health and safety performance promptly and proportionately.
- Running promotional campaigns and events to raise awareness and understanding of health and safety.

Aim 6 To encourage an increase in workforce competence to facilitate the promotion of sensible and proportionate risk management and to reinforce worker involvement and consultation in all health and safety matters.

We will achieve this by:

- Providing pragmatic and sensible health and safety advice to managers and staff.
- Appropriately consulting with staff to obtain their views of how health and safety is managed and where workplace practices may be changing e.g. flexible and smart working arrangements.
- Establishing mechanisms for staff to raise suggestions to improve health, safety and wellbeing.
- Periodically ask staff their views on how the Council is managing health, safety and wellbeing.
- Providing staff with appropriate health and safety training to enable them to carry out their work safely.

How we will measure the success of this strategy

The following performance indicators have been set to ensure that the aims of this strategy are achieved by 2022 and that progress towards these aims can be monitored.

Indicator	Measure
Indicator 1:	Audit all teams/service areas on a 3 year cycle, identifying areas of improvement and providing team/service managers with an action plan to rectify them.
Indicator 2:	All teams/service areas have suitable and sufficient risk assessments.
	Using the average performance statistics for (2015 to 2018) as a baseline indicator to achieve a 10% reduction averaged over 3 years (2018 to 2021) against the following incident numbers:
Indicator 3:	The total number of staff injury accidents
Indicator 4:	The number of 'Major' and '7 day' accidents
Indicator 5:	The number of assaults leading to physical injury
Indicator 6:	The number of staff incidents leading to musculo-skeletal disorders
Indicator 7:	The number days lost due to stress related symptoms
Indicator 8:	The number of days lost due to sickness

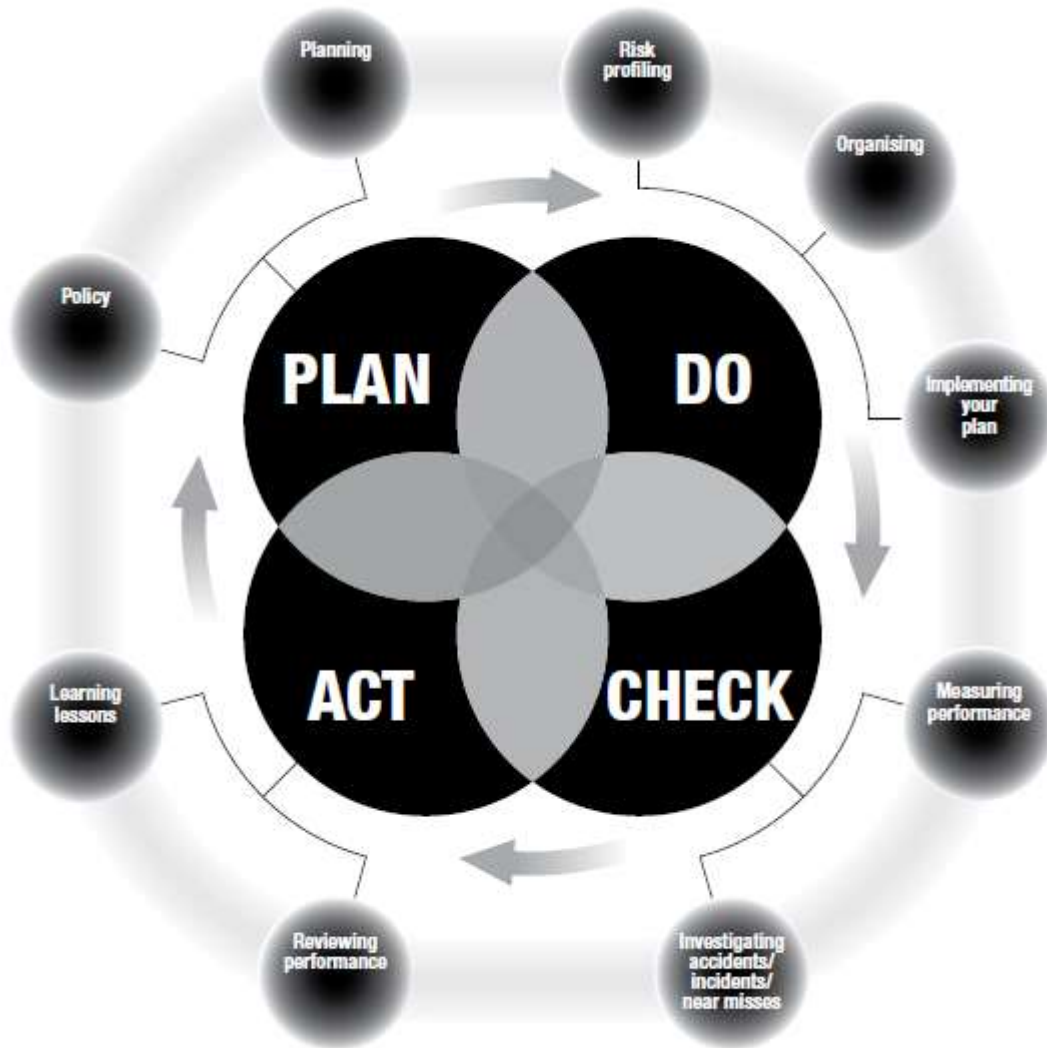
Indicator 1	Audit all teams/service areas on a 3 year cycle, identifying areas of improvement and providing team/service managers with an action plan to rectify them.	
Milestone	Who	By when
Undertake internal audits of 1/3 of all team/service areas yearly to identify and remedy any potential non-compliance issues. All maintained schools are audited yearly. During 2021/2022 there will be a focus on partner organisations/contractors and on those underperforming teams/service areas.	Corporate H&S Team	March 2019 March 2020 March 2021 March 2022
To train Health and Safety Advisers as Internal Auditors ISO 45001	Deputy Head of Safety – Health and Safety	March 2019
To formally review the management system annually to identify and areas for improvement	Corporate H&S Team	March 2019 March 2020 March 2021 March 2022

Indicator 2 All teams/service areas have suitable and sufficient risk assessments.		
Milestone	Who	By when
All teams/service areas create a risk register identifying all their risk assessments, including who is responsible for completing them.	Service Managers	March 2019
Monitor risk registers returns and report back to the Corporate Health, Safety and Wellbeing Board on a quarterly basis on compliance.	Service Managers	January 2019 and quarterly thereafter
All teams/service areas to achieve at least 'Appropriate Management System' (66%) compliance rate for all risk assessments during the audit process.	Service Managers	March 2021
Provide support and advice, including training, to support managers and other staff to complete risk assessments.	Corporate H&S Team	Ongoing

Using the average performance statistics for (2015 to 2018) as a baseline indicator to achieve a 10% reduction averaged over 3 years (2018 to 2021) against the following incident numbers:		
Indicator 3:	The total number of staff injury accidents	
Indicator 4:	The number of 'Major' and '7 day' accidents (RIDDOR)	
Indicator 5:	The number of assaults leading to physical injury	
Indicator 6:	The number of staff incidents leading to musculo-skeletal disorders	
Indicator 7:	The number days lost due to stress related symptoms	
Indicator 8:	The number of days lost due to sickness	
Milestone	Who	When
Establish baseline incident number to use for monitoring	Corporate H&S Team	January 2019
Ensure an online incident reporting system is implemented and meets the needs of the Council	Corporate H&S Team	July 2019
Monitor incidents and report to the Corporate Health, Safety and Wellbeing Board on a quarterly basis, identifying any particular trends or significant issues, and providing advice on appropriate remedial actions	Corporate H&S Team	January 2019 and quarterly thereafter
Identifying significant trends across the Council that need addressing and implementing specific remedial projects as required	Corporate H&S Team	Ongoing
Actively promote near miss reporting to increase reporting rates and use the data to help reduce overall incident numbers	Corporate H&S Team	Ongoing

Corporate Health and Safety Management System

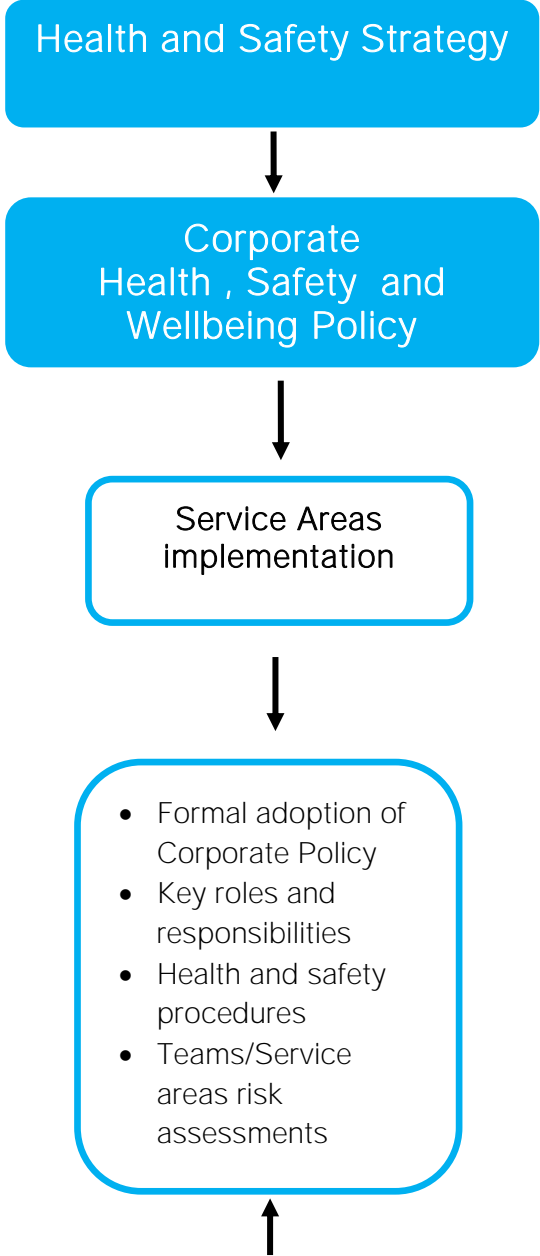
The management system is based on *Managing for health and safety (HSG65)* and is designed to control and continually improve the management of health and safety at both a corporate and business area level. The continuous improvement cycle is represented by the following model:



This strategy provides the overarching framework for managing health and safety and sets the key aims and objectives for the next four years. Other key elements of the management system are the Corporate Health and Safety Policy, which provides the operational detail of the Council's health and safety management system and key roles and responsibilities within the authority. A diagram showing this framework is included below.

Reviewing this strategy

This strategy will be reviewed on an annual basis or sooner following significant change to ensure that it remains fit for purpose. Any amendments to the strategy will be formally decided on by the Chief Executive in consultation with the Corporate Health, Safety and Wellbeing Board and the Corporate Board.



Feedback on implementation of Health and Safety Policy / Procedures / Guidance

CORPORATE HEALTH, SAFETY AND WELLBEING STATEMENT AND POLICY



This policy outlines the Council's commitment to providing safe places of work and healthy working environments and is compliant with any Health and Safety legislative requirements. This policy applies to all employees and other persons who may be affected by the activities of the Council, including service users and members of the community. This policy has been approved by Haringey Council, which places the duty upon the Chief Executive to act as the responsible officer in identifying suitable and sufficient arrangements including implementation and review. In accordance with *Section 2 (3) of the Health and Safety at Work Etc. Act 1974*, this policy statement is issued for the information of all employees.

- (1) The Council recognises and accepts its responsibility as an employer for providing a safe and healthy environment for all its employees, and conducting its business without risk to the health and safety of others.
- (2) The Council will take all reasonable preventive and protective measures to meet its responsibility under the Act, paying particular attention to the provision and maintenance of:
 - (a) a healthy and safe working environment including access, egress, plant, equipment and systems of work;
 - (b) appropriate organisational arrangements, including ensuring all Council departments consider all relevant health, safety and wellbeing issues within their business planning processes;
 - (c) safe arrangements for use, handling, storage and transport of articles and substances;
 - (d) health surveillance;
 - (e) competent safety assistance;
 - (f) planning and arrangements for serious and imminent dangers such as fire, explosion, building collapse, etc;
 - (g) sufficient information, instruction, training and supervision to enable all employees to avoid hazards and contribute positively to their own safety and health at work;
 - (h) co-operation between employees, external organisations and contractors;
 - (i) co-ordination of safety management systems;
 - (j) welfare provision;
 - (k) ensure the Council invests effective resources and arrangements to manage risks to the health, safety and wellbeing of its employees, customers, contractors and others affected by Council undertakings;
 - (l) suitable and sufficient risk assessments to minimise significant risks arising out or in connection with work to an acceptable level so far as is reasonably practicable; and
 - (m) a health, safety and wellbeing management system which aims for continual improvement.
- (3) In carrying out its responsibility under the Act, the Council recognises that there may be certain employees who may share characteristics which may render them more vulnerable than others and for whom special account may need to be taken when carrying risk assessment and making safety provisions. This additional vulnerability may be because of their:-
 - age;
 - disability;
 - sex (gender) including gender reassignment);
 - ethnicity;
 - religious belief or non belief;
 - sexuality;
 - temporary disposition (pregnant or on maternity leave).

This Policy will be reviewed annually.

Chief Executive _____ Date _____
(Signed)

Leader of the Council _____ Date _____
(Signed)

CONTENTS

- 1.0 Policy Statement
- 2.0 Organisation Roles and Responsibilities
 - 2.1. The Chief Executive
 - 2.2. The Corporate Board
 - 2.3. The Director for Customers, Transformation and Resources.
 - 2.4. Directors/Assistant Directors
 - 2.5. Health, Safety and Wellbeing Champion
 - 2.6. Health and Safety Representatives
 - 2.7. Employees, Agency Workers, Volunteers and Persons on Work Experience
 - 2.8. Managers
 - 2.9. Head of Organisational Resilience
 - 2.10. 2.10 The Deputy Head of Service – Health and Safety
 - 2.11. Corporate Health and Safety Team
 - 2.12. Business Resilience Manager (Wellbeing)
 - 2.13. Occupational Health Provision
 - 2.14. Corporate Contracts Team
 - 2.15. Responsibilities for buildings
 - 2.16. The Head of Corporate Procurement
 - 2.17. Elected Members
- 3.0. Arrangements
 - 3.1. Risk Based Assessment – Risk Register
 - 3.2. Health and Safety Strategy
 - 3.3. Health and Safety Advice
 - 3.4. Training and Information
 - 3.5. Consultation and communication
 - 3.6. Accident reporting
- 4.0 Audit and Monitoring of the Health, Safety and Wellbeing Policy
 - 4.1. **Review of the Policy**
- 5.0. Information for Contractors, Partners and Visitors
 - 5.1. Contractors
 - 5.2. Partner Organisations
 - 5.3. Schools
- 6.0. Related Haringey Health, Safety and Wellbeing Procedures, Guidance and Factsheets

2.0 ORGANISATION ROLES AND RESPONSIBILITIES

This section of the Health, Safety and Wellbeing policy sets out the roles and responsibilities of key stakeholders within Haringey Council. It also outlines the organisational expectations of those who are not employees e.g. partner organisations, contractors, service users, visitors and members of the public, where these people have contact with Haringey Council.

2.1 The Chief Executive

The Chief Executive is the ultimate responsible person for Health, Safety and Wellbeing within Haringey Council and has overall authority for Haringey Council's Health, Safety and Wellbeing performance and the organisational culture it operates within. This responsibility is formed by the **employer's** legal duties and an individual accountability to ensure corporate policy is implemented and legal requirements are met. The Chief Executive will hold responsibility for ensuring that the requirements of the organisation's Health, Safety and Wellbeing policy are met and that sufficient financial and material resources are available for the discharge of statutory Health, Safety and Wellbeing duties. The Chief Executive delegates day to day responsibility for Health, Safety and Wellbeing to the **Corporate Board**.

2.2. The **Corporate Board**

The **Corporate Board** is accountable to the Chief Executive for the support and promotion of positive Health, Safety and Wellbeing culture. **The Board will consider the health, safety and wellbeing implications in all its strategic decisions and will be informed, when required, of significant health, safety and wellbeing issues. The Board will also receive the annual Corporate Health, Safety and Wellbeing report.**

When decisions and recommendations taken by the Corporate Health, Safety and Wellbeing Board require resources not available to services, the Corporate Board will decide whether they are executed. The Board will make necessary resources available for their implementation.

2.3. The Director for **Customers**, Transformation and Resources.

In addition to, and without detracting from, the general responsibilities of **the Corporate Board**, the role of the Director for **Customers**, Transformation and Resources is to:

- take responsibility as the responsible person for Health Safety and Wellbeing on behalf of the Chief Executive;
- present to the **Corporate Board** an annual management review of **Haringey Council's** Health, Safety and Wellbeing performance; and **any other significant health and safety issues when required;**
- ensure that the Health, Safety and Wellbeing Policy, procedures, arrangements and guidance have been implemented effectively;
- take on the role of Wellbeing Champion for the Council;
- receive reports of any significant Health, Safety and Wellbeing issues and the outcomes of investigations from the Corporate Health, Safety and Wellbeing Team; and
- chair the Corporate Health, Safety and Wellbeing Board.

2.4 Directors/Assistant Directors

All Directors **and** Assistant Directors are responsible for ensuring the promotion and sustainability of positive Health, Safety and Wellbeing behaviours. This requires the successful implementation of policy, standards and procedure as well as active monitoring of performance, by services and individuals. In general, this will require them to:

- understand the Health, Safety and Wellbeing legislation, procedures and practices that apply to their portfolio of services and have the necessary personal training and development to ensure their competence;
- adhere to Haringey Council's Health, Safety and Wellbeing management arrangements and additional measures set by the Corporate Board;
- actively support the promotion of positive Health, Safety and Wellbeing behaviour and take personal responsibility for encouraging best practice;
- collaborate with Haringey Council's competent persons for Health, Safety and Wellbeing;
- monitor implementation, sharing best practices and rectifying underperforming areas;
- ensure all accidents, incidents, near misses and incidents of loss and damage are recorded, investigated and reported appropriately and that any preventative or corrective action is implemented in a timely manner and communicated to all parties;
- ensure performance monitoring results and learning from loss incidents are shared suitably to ensure continual improvement can be made and sustained; and
- nominate a senior member of their management team to act as the Service Health, Safety and Wellbeing Champion and ensure they chair/attend the relevant health and safety board(s) as prescribed below (Section 2.5).

2.5 Health, Safety and Wellbeing Champion

The Service Health, Safety and Wellbeing Champion, a senior management role, is responsible for:

- allocating sufficient time and resources to assess service health, safety and wellbeing requirements, major incidents, accidents or property damage;
- acting on behalf of and in conjunction with the Director/Assistant Director in the implementation of the Corporate Health, Safety and Wellbeing Strategy in their services;
- discussing and instigating effective service health, safety and wellbeing arrangements which include safe working practices, health, safety and wellbeing monitoring;
- ensuring appropriate management and employee awareness about relevant health, safety and wellbeing issues in all working environments where the service is represented;
- ensuring unresolved health and safety issues are either addressed or referred back to the Director/Assistant Director for action;
- set up a Service Health, Safety and Wellbeing Board which, depending upon the size and level of risk associated with individual services and following consultation with the Corporate Health, Safety and Wellbeing Team, will be chaired by them; or
- attend the Services Health, Safety and Wellbeing Board and, depending on the size and level of risk associated with their service areas, the Corporate Health, Safety and Wellbeing Board;
- ensuring that effective statistical data on service accident trends and any other relevant health, safety and wellbeing issues is prepared and analysed and reported to the Corporate Health, Safety and Wellbeing Board;
- ensuring that service health, safety and wellbeing objectives are integrated into relevant business planning and monitoring health, safety and wellbeing training programmes;
- if appropriate, convening/chairing a Persons of Concern Panel and/or attending another service Persons of Concern Panel if and when required;
- ensuring that all local Trade Union Safety representatives and any other representative of employee safety are effectively consulted on health, safety and wellbeing representations;
- ensuring that all relevant health, safety and wellbeing information is communicated to all service areas; and

- attending relevant Health, Safety and Wellbeing training required to carry out their responsibilities effectively.

2.6 Health and Safety Representatives

Staff Health, Safety and Wellbeing Representatives (referred to as Representatives of Employee Safety) are employees that:

- are elected by their peers to represent their views and interests in matters relating to health and safety. They will only be elected if there are any employees who do not belong to a trade union and recognised trade unions have not agreed to represent them; or
- are appointed by their trade union as a health and safety representative. An appointed representative shall so far as is reasonably practicable either have been employed by the Council throughout the previous two years, or had at least two years of experience in similar employment.

They are not appointed to undertake the health and safety management function (unless it is part of the normal work they do for Haringey Council) but can make a significant contribution to a positive health and safety culture within the workplace. Health and Safety Representatives have the same responsibilities as other employees but are also entitled to:

- represent employees generally and when the Council consults them about specific matters that will affect the health, safety and welfare of the employees;
- represent employees when Health and Safety Inspectors from the HSE consult them;
- investigate accidents, near misses, and other potential hazards and dangerous occurrences in the workplace;
- investigate complaints made by an employee they represent about their health, safety or welfare in the workplace;
- present the findings of investigations to the Head of Service;
- inspect the workplace;
- with at least one other appointed representative, request in writing that a health and safety committee is set up; and
- attend Health and Safety Committee meetings as an employee representative.

N.b. The Council's Health and Safety Committee meetings are the Services and Corporate Health, Safety and Wellbeing Board meetings.

Trade Union Health, Safety and Wellbeing Representatives will be appointed in accordance with their trade union's rules and will have completed appropriate training to enable them to carry out their role.

2.7 Employees, Agency Workers, Volunteers and Persons on Work Experience

Haringey Council reminds all employees and others engaged in work activities on its behalf, of their own health and safety responsibilities; which are to:

- take care of their own safety and that of others who may be affected by their activities;
- cooperate with the organisation on health, safety and wellbeing matters so as to enable it to carry out its own responsibilities and comply with relevant legislative requirements;
- not intentionally or recklessly interfere with, or misuse anything provided in the interests of health, safety or wellbeing and to inform managers of any dangerous work situations;
- cooperate and comply with managers in the undertaking of risk assessments and any control measures and observe safe systems of work where these are in operation;

- cooperate and comply if and when requested in the monitoring, audit and review of the Council's health, safety and wellbeing management system by the Corporate Health and Safety Team in accordance with the audit procedure and timetable;
- participate in health and safety training where required to do so;
- use any personal protective equipment provided, taking reasonable care of it and to report any loss or defect in accordance with service arrangements; and
- report accidents, incidents, near misses and acts of violence or aggression to their line manager; complete an incident reporting form in order that remedial action may be undertaken where necessary with a view to preventing recurrence.

Employees (including full-time, part-time, fixed term, agency workers, consultants, work experience, etc.) have the right to refuse carrying out an activity that put them in imminent danger of serious personal injury. Where a dispute happens between a manager and an employee about imminent danger, the manager should seek advice from the Corporate Health and Safety Team.

2.8 Managers

Managers at all levels are expected to :

- actively support the promotion of positive health, safety and wellbeing behaviour and take personal responsibility for encouraging and sharing best practice;
- undertake relevant mandatory health and safety training and other training identified through the risk assessment process;
- demonstrate an individual commitment to best practice, taking personal responsibility for managing risk and good conduct and to resolve health, safety and wellbeing issues efficiently;
- ensure adequate resources are made available for the effective implementation of management systems and risk controls;
- seek support from Haringey Council's Corporate Health and Safety Team to inform decision making;
- seek co-ordination from Haringey Council's competent persons for activity that may impact on the safety management system or supporting procedures;
- ensure suppliers are monitored and reviewed in line with specified contractual arrangements;
- ensure the day to day adherence to Haringey Council's Health, Safety and Wellbeing Policy, standards and procedures;
- ensure that Haringey Council's health, safety and wellbeing culture is reflected in the management structures and delivery of operational and support services;
- ensure that Haringey Council staff, visitors and others understand their roles in the management of health, safety and wellbeing and conduct themselves accordingly;
- provide information for monitoring purposes in accordance with the corporate health and safety assurance and monitoring framework;
- ensure contractors and visitors are managed in accordance with the appropriate policies (Asbestos, Legionella, etc.);
- ensure safe systems of work are introduced where appropriate and are being followed by employees;
- ensure statutory inspections of workplace equipment and systems e.g. water are completed by the appropriate persons;
- complete and return quarterly health, safety and wellbeing monitoring information to the Director/Assistant Director/Health, Safety and Wellbeing Champion when required;
- support service risk assessment strategies and ensure appropriate mandatory, recommended and optional training is identified, implemented and maintained;
- ensure that all work related hazards are identified, that suitable and sufficient risk assessments are undertaken to reduce risks to a level that is as low as reasonably practicable, that the significant findings are recorded and that any necessary control measures are implemented;
- ensure that all accidents/incidents, near misses and acts of violence or aggression to members of their team are investigated, and reported to the Corporate Health, Safety Team and any preventative or corrective actions are implemented.

2.9 The Head of Organisational Resilience

Reporting to the Director for Customers, Transformation and Resources in health and safety matters, the Head of Organisational Resilience is responsible for ensuring that all senior staff receive adequate professional advice and support to enable them to fulfil their health, safety and wellbeing responsibilities and to comply with Haringey Council's Health, Safety and Wellbeing policy. The Head of Organisational Resilience is responsible for:

- having an oversight of the health, safety and wellbeing service provided to the Council and maintaining knowledge of health and safety issues;
- acquiring competent health and safety advice, which is fulfilled by the Deputy Head of Service – Health and Safety; and
- ensuring a Health and Wellbeing Strategy is created and implemented, which is led by the Business Resilience Manager.

2.10 The Deputy Head of Service – Health and Safety

Reporting to the Head of Organisational Resilience, the Deputy Head of Service – Health and Safety is responsible for ensuring that all senior staff receive adequate professional advice and support to enable them to fulfil their health, safety and wellbeing responsibilities and to comply with Haringey Council's Health, Safety and Wellbeing policy. The Deputy Head of Service – Health and Safety is responsible for:

- establishing and maintaining a robust health and safety management system to comply with relevant legislation;
- developing the Health, Safety and Wellbeing Policy, ensuring it is reviewed regularly and revised if required;
- developing procedures and systems to ensure compliance with the policy;
- advice to senior staff on current, amended and emerging legislation which may have an impact on the day-to-day duties of the organisation;
- providing advice to the Head of Workforce Programmes (HR) on the content of health and safety training initiatives required to meet the training needs of the organisation;
- preparing reports for submission to the Corporate Board on the overall performance of its health, safety and wellbeing management system, making recommendations where appropriate;
- managing the work of the Corporate Health and Safety Team and liaising with other relevant individuals and departments to ensure that information is shared;
- implementing a programme of inspection and audit to monitor the implementation of the Corporate Health, Safety and Wellbeing Management System; and
- facilitating consultation on health and safety issues with recognised trade unions developing, maintaining and communicating the Corporate Health, Safety and Wellbeing policy, procedures, arrangements and guidance.

2.11 Corporate Health and Safety Team

The Corporate Health and Safety Team, led by the Deputy Head of Service – Health and Safety, are responsible for:-

- ensuring that Haringey Council's safety management system is actively promoted and maintained;
- creating a Council Health and Safety Strategy, which will be applicable for 4 years.
- **fulfilling the role of the 'competent persons' on behalf of the organisation;**
- establishing and implementing Haringey Council's Health Safety Policy and procedures in order to enable staff to deliver their obligations under health and safety legislation;
- preparing, when required, guidance documents, forms, factsheets, etc. The Deputy Head of Service – Health and Safety, will approve these documents.

- preparing reports for submission to the Corporate Board on the overall performance of its health, safety and wellbeing management system, making recommendations where appropriate;
- promoting robust health and safety practice within the day-to-day activities and culture of Haringey Council;
- ensuring that Haringey Council maintains a consistent approach in the delivery of health, safety and wellbeing management through the establishment of Council wide procedures and the provision of advice and guidance;
- keeping statistical information on all accidents and monitor all accident and incidents that are reported under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) via the Council's accident recording system, advising where remedial action may be required;
- assisting management in undertaking a timely investigation of all serious incidents (including accidents, dangerous occurrences and near misses) and work related ill health investigations;
- providing support to managers regarding their health and safety responsibilities;
- providing health and safety training for management and staff;
- undertaking audits and inspections to ensure that policies and procedures are appropriately applied;
- supporting staff through the provision of technical assistance and support in health and safety matters;
- promotion and support of the role of Health, Safety and Wellbeing Champions to ensure that all service areas have adequate health and safety representation;
- providing advice on the requirements for risk assessments and Health and Safety learning and development;
- advising service managers on the implications of current health and safety legislation, statutory provisions and any subsequent change to ensure continual improvement;
- advising staff on health and safety training, and to monitor and evaluate the effectiveness of related policies, procedures and practices.
- analysing any health and safety monitoring data to identify potential or current problem areas throughout the Council;
- attend, when required, the individual Services Health, Safety and Wellbeing Boards;
- chair the Services Health, Safety and Wellbeing Champions Board;
- maintaining contact with local and national health and safety organisations such as the Health and Safety Executive (HSE), and seeking advice and guidance when so required;
- co-operation and consultation with employee safety representatives (trade union and non-trade union) on all work-related health and safety issues and safe systems of work.
- act as the internal health and safety auditors of the health and safety management system; and
- on behalf of the Director of Children Services, review and approve category 3 educational visits.

The Corporate Health and Safety Team members have the authority to stop activities to which this policy applies, that are placing people at imminent danger of serious personal injury. In such occasions, the activity must not continue until it is carried out on a safe manner so far as it is reasonably practicable. The Director/Assistant Director must be informed, by the officer stopping the activity, as soon as possible.

The Corporate Health and Safety Team members, as part of their duties, have the right of access to Council workplaces, although unannounced visits will only be carried out when there is a business need or a health and safety concern.

2.12 Business Resilience Manager (Wellbeing)

Reporting to the Head of Organisational Resilience, the Business Resilience Manager champions the development of corporate initiatives to enhance the resilience and wellbeing of staff.

The Business Resilience Manager is responsible for:

- maintaining and coordinating the implementation of the Workforce Health & Wellbeing Strategy;
- providing leadership and expertise through the Workforce Wellbeing Board;
- acting as the secretariat to the Workforce Wellbeing Board;
- leading the development, coordination and delivery of a health & wellbeing training programme;

- preparing reports for submission to the Corporate Board outlining progress towards objectives in the Workforce Health & Wellbeing Strategy,
- monitoring and managing contracts of commissioned wellbeing services;
- leading the **development and delivery of the “Schools Workforce Wellbeing” SLA Package;**
- producing a regular Workforce Wellbeing bulletin for schools.

2.13 Occupational Health Provision

Haringey Council is committed to the prevention of occupational ill health and will take steps to ensure that all reported occupational ill health is recorded. The organisation will strive to ensure an improvement in employee wellbeing and a reduction in ill health incidents.

Occupational Health is concerned with the relationship between health and work. It monitors how work and the working environment can affect the employee and how the health of the employee can affect his or her work for the organisation. Therefore the Council is working in partnership with Whittington Health to provide an occupational health service which aims to protect and maintain the health of the **Council’s** employees so as to maximise service delivery to the residents of Haringey, benefiting both employees and service users. Employees can self-refer to People at Work, the Employee Assistance Programme (EAP) for advice and assessment on a wide range of topics. For further information please see: [Haringey Council Occupational Health and EAP](#) or for employees without access to the Council intranet they should ask your manager or trade union representative.

2.14 Corporate Contracts Team

The Corporate Contracts Team fulfil the role of the Landlord for the buildings under their control. The team is responsible for:

- ensuring that health and safety related checks, servicing and inspections are carried out in a timely manner;
- Ensuring that buildings are clean, safe, and have the necessary welfare facilities to cater for the number and nature of occupants;
- ensuring that all contractors visiting sites to carry out work have the relevant competence to ensure that the work is carried out safely;
- ensuring that all visitors to the site are safe and that appropriate welfare facilities are provided;
- ensuring that all Council buildings have emergency controllers, appropriate emergency evacuation and first aid personnel, that procedures are put in place and Building Users Forums are set up where required; and
- ensuring that all emergency evacuation and first aid personnel lists are current and kept up to date.

The Corporate Contracts Team will, when required, outsource or contact out the work involving some of the responsibilities above e.g. through the Amey contract.

2.15 Responsibilities for buildings

There are other Council services, apart from the Corporate Contracts Team, where the management of buildings or part of them falls under their remit, either temporarily e.g. as part of a project, or permanently. These services are responsible for:

- ensuring that health and safety related checks, servicing and inspections are carried out in a timely manner;
- ensuring that buildings are clean, safe, and have the necessary welfare facilities to cater for the number and nature of occupants;
- ensuring that all contractors visiting sites to carry out work have the relevant competence to ensure that the work is carried out safely;
- ensuring that all visitors to the site are safe and that appropriate welfare facilities are provided;

- ensuring that all buildings under their control have emergency controllers, appropriate emergency evacuation and first aid personnel, that procedures are put in place and Building Users Forums are set up where required; and
- ensuring that all emergency evacuation and first aid personnel lists are current and kept up to date.

2.16 The Head of Corporate Procurement

The Head of Corporate Procurement is responsible for arranging the procurement of goods and services and ensuring that:

- suppliers are comprehensively evaluated for their health, safety and welfare provision and meet corporate standards;
- all goods and services are commissioned from suppliers who have been fully evaluated and placed **on the Council's Framework**;
- any goods or services which do not conform to Council requirements are not used.

2.17 Elected Members

The Elected Members and in particular Cabinet Members have responsibility to ensure that any policy decisions they are involved in, consider and address any health, safety and wellbeing implications; and **this may involve consulting with the Council's** Corporate Health and Safety Team in relation to any significant health, safety and wellbeing risks that may be evident.

Any significant health, safety and wellbeing matters will be reported to Members at their **Staffing and Remuneration Committee** meetings (as they relate to Council employees) and at their **Corporate Committee** meetings (as they relate to people who are not Council employees who use Council premises as a place of work)

3.0 ARRANGEMENTS

Haringey **Council's** procedures and guidance documents detail all the arrangements necessary for Health, Safety and Wellbeing management. It should be noted that what follows here is a summary of the arrangements. **This policy and all related procedures, guidance, forms and factsheets are published in Haringey Council's intranet.** Managers of employees without access to these documents may produce hard copies when required for their information.

3.1 Risk Based Assessment – Risk Register

The policy is based on an effective Health, Safety and Wellbeing management system, which aims to minimise risks to employees and others. Service areas need to assess their business related health and safety risks **through the risk assessment process.**

Each team/service area should have a risk assessment register which highlights their residual risks. Risk assessment registers will be reported to the Corporate Health, Safety and Wellbeing Board or to the Services Health, Safety and Wellbeing Champions Board by the service Health, Safety and Wellbeing Champion. Risk Registers must be submitted to the Corporate Health, Safety and Wellbeing Team on a quarterly basis at least 2 weeks prior the Corporate Health, Safety and Wellbeing Board.

Risk assessments can be generic for a particular activity or individual to cover a specific situation.

All risk assessments must be completed using the recognised Haringey Council corporate template and guidance.

3.2 Health and Safety Strategy

The Council's Health and Safety Strategy sets the aim and objectives for managing health and safety in the Council in 4 years cycle. This includes how the Council will set out to realise the strategy as well as how health and safety performance will be measured.

The standards contained in this strategy meet statutory responsibilities and good management practices that should serve to stimulate improvements in service delivery as well as health and safety performance. The Health and Safety Strategy is endorsed by the Corporate Health, Safety and Wellbeing Board for adoption throughout the Council.

The H&S Strategy commits the Council to continually improving the health and safety of its staff. The H&S Strategy is not just about achieving compliance, but will assist in realising:

- efficient, proactive and pragmatic ways of delivering health and safety;
- a safe and healthy environment for staff;
- a robust health and safety culture across the Council; and
- effective means of protecting stakeholders, including staff, pupils and visitors from harm.

3.3 Health and Safety Advice

In accordance with the Management of Health and Safety at Work Regulations 1999, Haringey Council has fully qualified and competent Health, Safety and Wellbeing practitioners who are able to offer advice on all aspects of Health, Safety and Wellbeing including advice on the completion of risk assessments. Their roles and responsibilities are outlined in paragraph 2.11 of this policy.

3.4 Training and Information

Health, Safety and Wellbeing training and information will be provided to employees in the following ways:

- during induction training;
- by attendance at formal training courses covering general Health, Safety and Wellbeing awareness;
- by undertaking specified E-learning courses;
- on the job training carried out by managers/supervisors;
- by participation in learning events covering job specific topics e.g. manual handling;
- by publications such as procedure documents, manuals, leaflets, and health and safety factsheets;
- by use of Haringey Council Intranet Health, Safety and Wellbeing pages.

Health, Safety and Wellbeing training needs will be identified by managers during employees' My Conversation sessions, via learning needs analysis or identification of service specific need. Managers must ensure that appropriate training is provided and that those identified as in need of training participate fully in it.

3.5 Consultation and Communication

The Council has several meetings where health and safety is discussed at different levels in the organisation. They are used for consultation with key stakeholders in changes to the health and safety management system, for communication with employees, for hazard reporting and are part of the decision-making process.

3.5.1 Corporate Board

The Board is consulted on strategic health, safety and wellbeing decisions that affect the Council as a whole. It is also informed, when required, of significant health, safety and wellbeing issues.

When decisions and recommendations require significant resources, the Corporate Board will decide whether they are executed. The Board will make necessary resources available for their implementation.

3.5.2 Corporate Health, Safety and Wellbeing Board

The Corporate Health Safety and Wellbeing Board chaired by the Director of Customers, Transformation and Resources, has an executive role on matters that supports the implementation of this Policy and that do not require significant resources. It also has an advisory and co-ordinating role and can make recommendations to the Corporate Board on health, safety and wellbeing related matters where a strategic decision or considerable resources are sought. The decision to take matters to the Corporate Board rests on the Director of Customers, Transformation and Resources

The Corporate Health Safety and Wellbeing Board is the formal consultation route for health and safety matters, policy and procedures. It is composed of representatives drawn from management, recognised Trade Unions and representatives. The Health, Safety and Wellbeing management system escalates from each workplace in the Council to this Board in the form of significant risks and the Health, Safety and Wellbeing Risk Registers form a substantial part of the Council's overall risk management framework. The terms and reference of the Corporate Health, Safety and Wellbeing Board are:

- to meet on a quarterly basis and be chaired by the Director of Customers, Transformation and Resources;
- it will comprise the following attendees:
 - Service Health, Safety and Wellbeing Champions of high risk areas
 - Corporate and Local Trade Union Safety Representatives as appropriate
 - Corporate Health and Safety Team representatives
 - Head of Organisational Resilience
 - Any other Officer as agreed by the chair;
- to receive health, safety and wellbeing risk register(s) and report to the Corporate Board as required;
- to seek assurance that risks on the health, safety and wellbeing risk register(s) are managed effectively;
- to endorse and formally approve health and safety procedures. The signature of the approved documents is delegated to the Head of Organisational Resilience;
- to keep the Corporate Health and Safety Strategy and this Policy under review and to recommend amendments to them
- receive a quarterly update from the Business Resilience Manager on wellbeing across the Council;
- receive a quarterly corporate overview from the Corporate Health and Safety Team on health and safety risks across the Council;
- review of health and safety audit trends and progress against actions;
- form the initial basis of consultation with Trade Union Safety Representatives about corporate health, safety and wellbeing policy issues.

3.5.3 Services Health, Safety and Wellbeing Champions Board

The Services Health, Safety and Wellbeing Champions Board chaired by the Deputy Head of Safety – Health and Safety, has an advisory and co-ordinating role and can make recommendations to be considered in the Corporate Health, Safety and Wellbeing Board. It serves a similar purpose that the Corporate Health Safety and Wellbeing Board but it is established to be the consultation forum for low risk services.

It is composed of representatives drawn from management from low risk services, recognised Trade Unions and representatives. The Health, Safety and Wellbeing management system escalates from each workplace in the Council to this Board, in the form of significant risks and the Health, Safety and Wellbeing Risk Registers, which **form a substantial part of the Council's overall risk management framework**. The terms and reference of the Services Health, Safety and Wellbeing Board are:

- to meet on a quarterly basis, at least one week before the Corporate Health, Safety and Wellbeing Board, and be chaired by the Deputy Head of Safety – Health and Safety;
- it will comprise the following attendees:
 - Service Health, Safety and Wellbeing Champions of low risk areas
 - Corporate and Local Trade Union Safety Representatives as appropriate
 - Corporate Health and Safety Team representatives
 - Any other Officer as agreed by the chair;
- receive health, safety and wellbeing risk register(s) and report to the Corporate Health, Safety and Wellbeing Board as required;
- seek assurance that risks on the health, safety and wellbeing risk register(s) are managed effectively;
- consult about the Corporate Health and Safety Strategy, this Policy and health and safety procedures.
- receive a quarterly update from the Business Resilience Manager on wellbeing across the Council;
- receive a quarterly corporate overview from the Corporate Health and Safety Team on health and safety risks of the represented services areas;
- review of health and safety audit trends and progress against actions;
- form the initial basis of consultation with Trade Union Safety Representatives about corporate health, safety and wellbeing policy issues.

3.5.4 Team/Service meetings

Team meetings or Service Health and Safety Meetings are the forums for employees to raise health and safety concerns that cannot be dealt with locally. These issues should be taken to the Services or Corporate Health, Safety and Wellbeing Board if they cannot be resolved in Team/Service meetings. The Health, Safety and Wellbeing Champion reports those issues to the corporate Boards.

It is also the forum where team/service managers feedback information to employees from the Corporate Health, Safety and Wellbeing Board and, if applicable, the Services Health, Safety and Wellbeing Board.

3.5.5 Consultation with Trade union-appointed health and safety representative

By law, the Council must consult its trade union-appointed health and safety representatives about:

- any change that may substantially affect the health and safety of the employees the health and safety representatives represent. Such changes may include:
 - new or different corporate procedures;
 - types of work;
 - equipment;
 - premises;
 - ways of working (for example, new shift patterns);
- **the Council's arrangements for getting** competent people to help meet its obligations under health and safety laws;
- information that must be given to the employees the health and safety representatives represent on the likely risks in their work and precautions they should take;
- the planning of health and safety training; and
- the health and safety consequences of introducing new technology.

3.6 Accident Reporting

Haringey Council requires that all its employees (including agency staff and contractors) promptly report any accidents, incidents, near misses or reportable work-related illness, using its accident/incident reporting and recording procedure. Accident/Incident report forms are completed by employees and managers. This information is then recorded on the accident reporting form and sent to the relevant parties stated on the form.

Where accidents or incidents are reportable to the Health and Safety Executive (HSE) under the RIDDOR Regulations, they will be reported by the Corporate Health and Safety Team. Service managers must review all such incidents, investigate the causes where these are in doubt, and put in place appropriate actions to reduce the potential for further harm from a recurrence. The Corporate Health and Safety Team can assist managers/service managers in incident investigation.

4.0 AUDIT AND MONITORING OF THE HEALTH, SAFETY AND WELLBEING POLICY

Haringey Council recognises the importance of regular audit, monitoring and review of the health and safety policy and its Corporate Health, Safety and Wellbeing Management System supporting documents. Corporate Council wide audits of the Health, Safety and Wellbeing system will be carried out by Haringey Council's Corporate Health and Safety Team and the findings reported to the Corporate Health, Safety and Wellbeing Board.

The Corporate Health and Safety Team shall review the Health, Safety and Wellbeing management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. Reviews shall include assessing opportunities for improvement and the need for changes to the management system, including the Health, Safety and Wellbeing policy and Corporate Health, Safety and Wellbeing objectives. Records of the management reviews shall be retained. The policy is monitored by the following means:-

- through oversight at the Corporate Health, Safety and Wellbeing Board;
- recommendations from monitoring and audit;
- sickness absence/accident and incident data;
- employees' survey;
- annual Health, Safety and Wellbeing reports; and
- consultation meetings with the Trade Unions and their Safety Representatives.

Haringey Council will ensure that such monitoring is sufficient to ensure policies and procedures are effective.

4.1 Review of the policy

This policy will be reviewed annually and will consider:

- changes in legislation and Approved Codes of Practice (ACOPs);
- changes in safe working practices;
- up-dated knowledge of hazards;
- changes to Haringey Council's organisational structures;
- accidents or occupational ill-health issues; and
- regulatory enforcing authority action. In the event of such action, the Chief Executive will initiate an immediate review.

5.0 INFORMATION FOR CONTRACTORS, PARTNERS AND VISITORS

5.1 Contractors

All contractors will be required to conform to this Policy. They must ensure that any employee or sub-contractor under their control is made aware of and complies with the appropriate arrangements for health and safety. Contractors when working for the Council must conduct their activities in such a way that they do not endanger Council employees or anyone for whom the Council has a duty of care.

Contractors are expected to carry out their own risk assessments and method statements to ensure the Health, Safety and Wellbeing of employees and others that might be affected by their undertakings. A **contractor's failure to comply with statutory requirements and** Haringey Council policies, procedures and risk assessments will be considered as a breach of contract.

Where possible, the Health, Safety and Wellbeing Policy and procedures of partner organisations will work in conjunction with those of Haringey Council. The Council will work together with other agencies to improve the standards of Health, Safety and Wellbeing performance of its contractors.

All contractors will be expected to **co-operate with the organisation's vetting** scheme as it is developed.

5.2 Partner Organisations

Haringey Council will ensure as far as practicable, that the Health, Safety and Wellbeing policies and procedures of partner organisations are harmonised with those of Haringey Council to reduce the risk of conflicting standards. This will be achieved by using a robust selection process as appropriate.

5.3 Schools

The Schools' Health and Safety Policy states the **school's health and safety** governance (roles and responsibilities), and how health and safety is carried out in schools where the Council is the employer. The Council retains overall responsibility, but allocates to head teachers the task of ensuring that the school is a safe place for employees, pupils and visitors.

The Schools' Health and Safety Policy is approved by the Staffing and Remuneration Committee, the Corporate Committee and the Cabinet.

6.0 Related Haringey Health, Safety and Wellbeing Procedures, Guidance and Factsheets

[Health, Safety and Wellbeing procedures, guidance, factsheets and other related documents](#) emanate from this policy. Once approved, they are published on the intranet and available to all employees. For employees without access to the Council intranet, employees should ask their managers for a copy. They can also ask the Corporate Health and Safety Team or trade union representative for information.

PREPARED BY	Corporate Health, Safety and Team
APPROVED BY	<p>Chair of Staffing and Remuneration Committee</p> <p>Name: _____ Date: _____ Signature: _____</p> <p>Chair of the Corporate Committee</p> <p>Name: _____ Date: _____ Signature: _____</p>
DATE CREATED	June 2014
VERSION	Corporate Health, Safety & Wellbeing Policy version 4.1
REVISED	November 2018
REVIEW DATE	December 2019

1. Aim of the annual report

The aim of the annual report is to reflect, through the available data, the accomplishments achieved by Haringey Council in health and safety, but also to highlight areas where improvement is required. An action plan is produced to make those improvements possible.

2. A year of change

The financial year 2017/2018 has been marked by continuous change in the Management of the Corporate H&S Team, which has been led by the Head of Service, two different agency staff and the current Deputy Head of Health and Safety. The team has also have different consultants. This turnover of team members has been challenging, as consistency in direction, criteria and priorities was difficult to achieve.

On 13th December 2017, **the report** '*Strategic Options for Managing Health and Safety in Haringey and Budget Requirement*' **was presented to the Senior Officers Group with the recommendation to increase the staffing budget to hire two full time health and safety advisers, which was agreed.** The recruitment of those two advisers has not been materialised due to finance issues.

3. Executive summary

- 3.1 Changes in the Corporate H&S Team has impacted on the service delivery.
- 3.2 Overall risk registers report an appropriate level of compliance although there are areas that require improvement.
- 3.3 Building compliance is difficult to collate and report upon due to the recording system relying on manual input.
- 3.4 The Council is responsible for the outcome of the health and safety advice given to maintained schools by the external organisations they employ as competent advice.
- 3.5 Incident numbers have declined from 2015/2016.
- 3.6 Some health, safety and wellbeing training has been delivered corporately but there is a need to have a core set of courses to be attended by all employees.
- 3.7 The health and safety management system needs to be reviewed.
- 3.8 The 2015 – 2018 Healthy Haringey Strategy has been extended to the end of the calendar year. To deliver the strategy, we continue to implement an ongoing programme of work and activities.
- 3.9 The **Workforce Wellbeing Board** have finalised the Council's application for 'Excellence' accreditation under the London Healthy Workplace Charter. Verification is scheduled to take place on 19 July.

3.10 There are six findings that are considered high risk. An action is proposed in the action plan.

4. Overall compliance

4.1 Risk registers

Every service area was asked to produce their completed risk registers every 3 months, to be presented by the Service Health, Safety and Wellbeing Champion in the Services or Corporate Health, Safety and Wellbeing Board.

The information for this report was taken from the quarter 1 of 2018, which is the last quarter of the financial year 2017/2018 when available, or from quarter 4 from 2017.

The risk registers are 19 questions common to all service areas where a percentage of compliance is recorded by Health, Safety and Wellbeing Champions, based on the answers supplied by the managers in their service areas.

Topic	Average percentage	Comments
DSE Assessment	82%	DSE assessments are well embedded in the organisation. There are some localised pockets and this should be addressed with individual managers.
DSE e-learning	73%	Online DSE assessments also seem to be embedded, but service areas do not have access to training records. The lack of a robust Learning Management System makes it very difficult to retrieve reliable training information easily
Driving RA	65%	This is an area that the Council should address it Corporately as, although the majority of services have them, there is still room for improvement
Home working RA	79%	Home working assessments are well embedded in the organisation. There are some localised pockets and this should be addressed with individual managers
Lone working	75%	Managers report overall that RAs have been carried out and non-compliance should be addressed locally
Stress RA	83%	It was reported that, when required, team/individual stress risk assessments are carried out
Incidents to police	97%	Serious incidents are escalated appropriately
First aiders	82%	Although reported high compliance, staff turnover and relocation affects the validity of the information available in the H&S Boards about first aiders
ECO	82%	Buildings have Emergency Controllers. Deputies should be nominated
Fire Wardens	82%	Although reported high compliance, staff turnover and relocation affects the validity of the information available in the H&S Boards about fire wardens
Fire drills	96%	It is reported that fire drills are carried out at least annually
PEEP	87.5%	Personal Emergency Evacuation Plans are well embedded in the organisation. There are some localised pockets and this should be addressed with individual managers.

H&S Role as Manager	52%	This compulsory course is a brief introduction to H&S for managers. The lack of a robust Learning Management System, easily accessible for managers, makes it difficult to retrieve reliable training information.
H&S Training	49%	The lack of a robust Learning Management System, easily accessible for managers, makes it difficult to retrieve reliable training information.
Acc. Forms	76%	Although an accident reporting system is implemented, there are areas of improvement
RIDDOR	100%	Significant incidents were reported to the HSE
POC	100%	It was reported persons of concerned panels were organised when required
Manual handling	71%	There are some areas that required employees to be trained in manual handling

The risk registers also have a difficulty regarding the recording and interpreting of information. As it is measured in percentages, not having requirement for for example PEEPs in the service, may be recoded as 100% compliance, or 0% as none carried out but perhaps not required. Furthermore, in certain topics there are no figures recorded.

4.2 Fire Wardens and First Aiders in Council Buildings

Every council building should have a sufficient number of first aiders and fire wardens to respond to an emergency. Maintaining an up to date list of trainer personnel requires constant review from the Corporate Contracts Team and the Emergency Controllers and due to restructures, staff turnover and relocation, there list was not kept up to date.

4.3 Building Compliance

The Council organised a monthly Property Compliance Board meeting were services with building upkeep responsibilities reported on compliance. They are: the Corporate Contracts Team (through Amey), Education, Homes for Haringey, Parks and Commercial. The report was compiled in the form of a spreadsheet and specific areas of compliance were colour coded in RAG style.

Each of the areas reported in a different style, dissimilar compliance areas reported upon and different interpretations of the RAG system. Another concern was that if a building that has an up to date compliance report e.g. fix wiring installation, that does not mean it is compliant, as the report could have highlighted areas of concern or even non-compliance e.g. unsatisfactory report, but it may show *green* in the database.

It needs to be explained that the method of collecting the information is manual so the figures on the spreadsheet might not be a true reflection of the current compliance rate (due to human error imputing data). In addition, the reports are based on the information available to those compiling the reports, but it is uncertain if that is a true account of the servicing/testing/maintenance carried out.

The meeting was discontinued in February 2018 to rethink the role of the Board and to agree on a common reporting system.

4.3.1 Corporate Landlord/Amy

There were 73 buildings considered on the report on 28/02/2018. There were 9 out of 19 areas of compliance that were over 90%. Fire risk assessment (49%), emergency lighting (68%), intruder alarm (64%) and asbestos surveys (63%) were areas of low compliance.

4.3.2 Commercial Buildings

There were 144 building/premises taken in consideration on the report 13/06/2018 (previous electronic versions were not available), covering 10 areas of compliance. There were five areas over 90% compliance. Fire risk assessment (70%), fix wiring installation (66%), Mechanical Plant / Roller Shutters (33%) were the areas of concern.

4.3.3 Parks

On the report from 03/2018, there were 57 park buildings of which 26 are leased. There was very little information available about compliance in parks buildings.

4.3.4 Homes for Haringey

On the report considering the first quarter 2018/2019 (previous was from December 2017 and therefore the one with more up to date information has been used), Homes for Haringey reports on six items compliance. Gas servicing achieved a 100% compliance, fire safety 98%, valid asbestos surveys 100%, monthly servicing to lifts 99%, water hygiene (legionella) 100% and communal electrical inspection programme 100%.

Servicing to stair lifts, through-floor lifts etc. that have been installed as part of adaptation works achieved 50% and domestic electrical inspection programme 66%.

In temporary accommodation, all statutory compliance measured achieved over 95%.

4.3.5 Education

There were 60 buildings considered on the report on 16/01/2018. The area of higher compliance was asbestos surveys (88%). Fire risk assessment (50%), water risk assessment (72%), gas safety certificate (62%) and fix wire testing (53%) were areas of low compliance.

5. Schools Health and Safety

The Council, as the employer, is responsible for the health and safety of community/maintained schools, as is responsible for its employees, maintaining a safe working environment (buildings) and the safety of the pupils (the safety of other people who could be affected by the undertaking of the employer). Community/maintained schools must follow Council policy and procedures.

Due to changes in legislation, schools were given the budget to acquire competent health and safety advice. There were 16 maintained schools and 3 other schools (that the Council is not the employer e.g. foundation, VA, academy) that bought the Health and Safety for Schools service level agreement, offering among other things to act as the competent health and safety person. There were 29 maintained schools that bought the service from an external organisation.

5.1 Health and Safety for Schools SLA

The Corporate Health and Safety Team offers an SLA to schools to act as the competent health and safety person, carry out H&S audits, provide H&S training, support etc. Every school that bought the SLA from the Corporate Health and Safety Team of the Council was audited before 31/03/2018. There was an average score of 77% (appropriate management system). Eight schools had a good management system (>80%), five appropriate management system (65-79%), and three scored below the minimum expected standard (65%). **For every audit, the school's management received an action plan to allow them to rectify any identified shortfalls.**

5.2 Maintained schools that did not buy into the Health and Safety for Schools SLA

To ascertain the level of health and safety compliance, schools were asked to complete an assurance questionnaire on 06/09/2017. It was a self-assessment form which would provide them with a score depending on their answers. Out of 29, 22 schools completed and returned the questionnaire to the H&S Team. Ten schools scored *Outstanding*, two *Good*, eight scored *Requires Improvement* and three scored *Poor*. It is believed that those who scored *Poor* was due to incorrect filling of the form.

% Score	Areas of Serious Concern		
	0	1 to 3	4+
>95%	Outstanding	Requires Improvement	Poor
76%-95%	Good	Requires Improvement	Poor
50-75%	Requires Improvement	Requires Improvement	Poor
<50%	Poor	Poor	Poor

Scoring table on the self-assessment forms

This is the only opportunity that the Council has to measure the H&S performance on these maintained schools.

The Council rely on the competence and professionalism of the organisations contracted by schools to advise them in health and safety matters. In the event that the advice is whether not given or is incorrect, the Council will be responsible for the consequences of that advice as the employer.

6. Accident and incidents

6.1 Total number of incidents

There has been a 26% decrease of accidents and incidents reported from 2015/2016 to 2017/2018. There were:

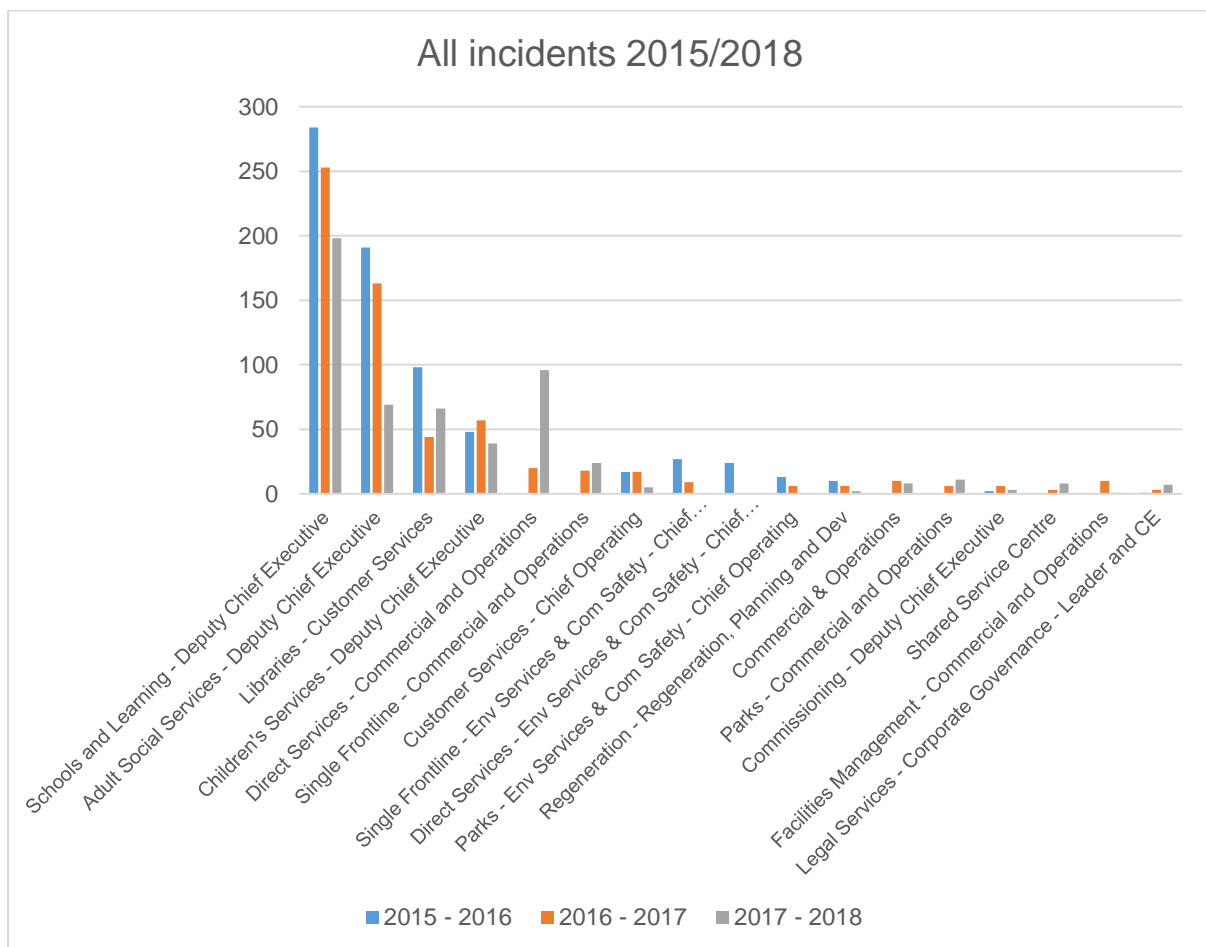


2015/2016: 741 2016/2017: 644 2017/2018: 546

This could be explained by a reduction of 22% of employees on the same period, although this includes schools that have stopped using the Councils' payroll service and therefore not taken into account. The difficulty is that those schools still report incidents to the Council Health and Safety Team.

It is however believed that there are services in the Council that are under reporting. This may have several explanations: accidents and incidents may be seen as being part of the job e.g. a teacher assistant on a special school that it attacked or abused verbally by students; the current reporting procedure is manual, where the affected or injured person has to fill in an incident report that needs to be passed to their manager for their comments, and then posted or scanned to the Corporate Health and Safety Team. This manual process can be seen as administratively onerous and so not followed; the third explanation refers to preventing recurrence. If employees of a team reports a certain incident but actions are not implemented to prevent recurrence, the value to reporting is seriously diminished and therefore, employees see no point in reporting them.

The services reporting more incidents are Schools and Learning (198), Adult Social Services (69) and Libraries (66), which represent a 61% of all incidents reported in the Council.

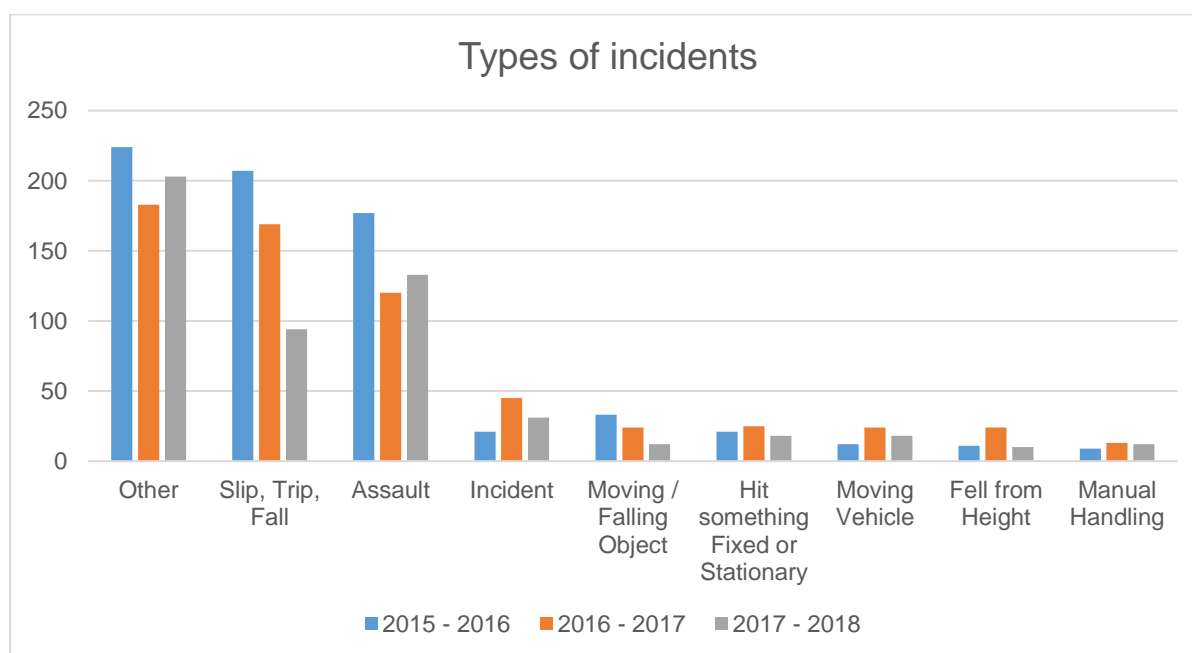


Services with more than 10 incidents recorded between 2015 and 2018.

6.2 Type of incidents

Incidents have been categorised depending of their type. There are three categories that accrued 78% of all incidents. Slips, trips and falls 17%, Assault 24% and Other 37%. Although a reduction on the three main categories from 2015/2016 is very positive, it is still required that managers carry out incident investigations, determine root causes and implement measures to prevent recurrence of similar incidents in the future.

Regarding audit trail of actions taken to prevent recurrence, the system is manual (a spreadsheet) which makes difficult for managers to communicate the actions taken, and also for the officer recording them. This information may be vital if a serious incident happened and the Council was investigated by an enforcement officer.



Top type of incidents recorded in the Council 2015/2018

6.3 Incidents reported to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations.

These are significant incidents and normally involve medical attention or employees not been able to perform their normal duties for more than seven consecutive days. There has been a substantial reduction of incidents reported to the HSE, from 64 in 2015/2016 to 16 in 2017/2018. Of the last financial year:

- 6 were involving pupils.
- 1 visitor
- 9 employees, 5 of them due to assaults.

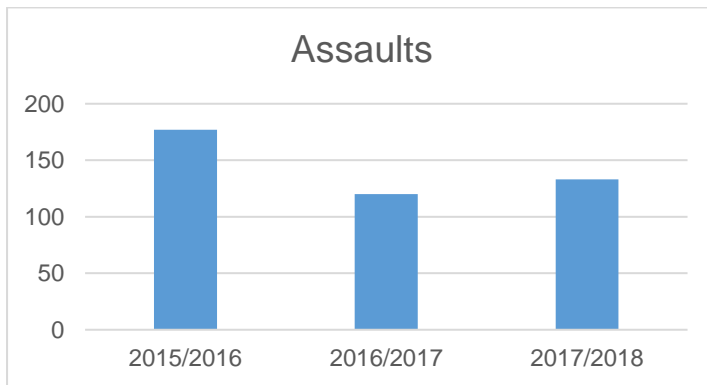
Incidents reported to the HSE need to meet a certain criteria. Services report incidents to the HSE themselves and in some occasions, the criteria for reporting was not met. This is not necessarily wrong but it may trigger a visit from the HSE to the Council if non-RIDDOR reports are submitted, as it may seem the Council does not have competent H&S Advice; or if they



are not completed appropriately. Other incidents, whilst reportable, may not have been reported by services to the HSE. Reporting of RIDDOR incidents to the HSE is a legal requirement.

6.4 Assaults

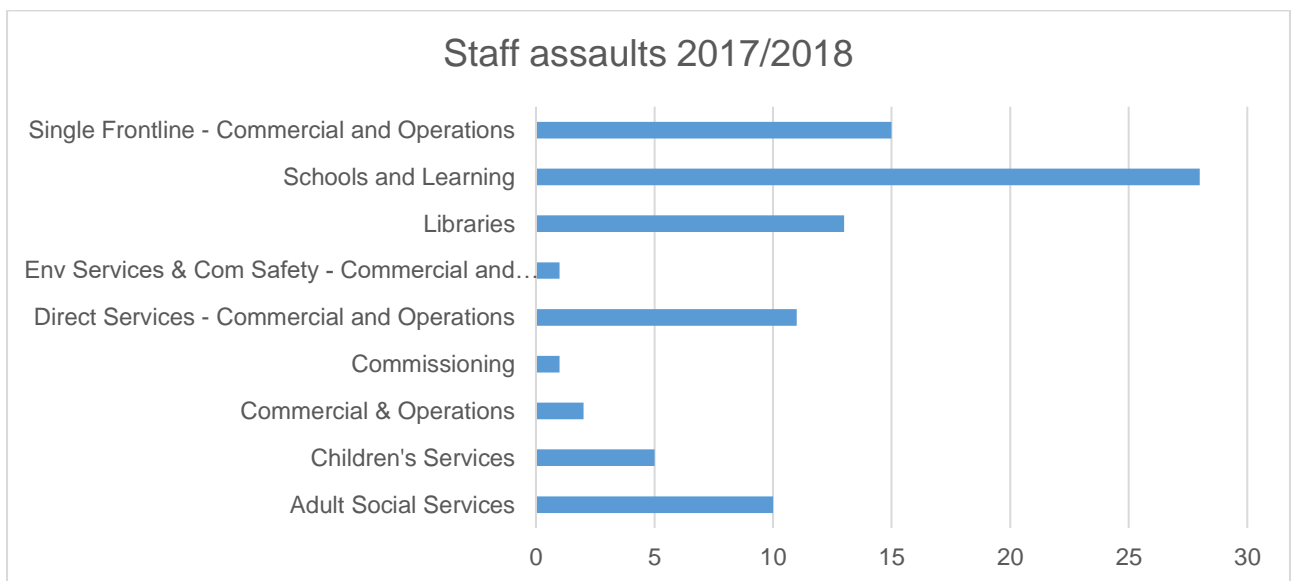
There were a total of 133 recorded assaults in 2017/2018, which is a decrease from 2015/2016 (177) but the trend has increased compared to last year.



Total assaults incidents recorded in the Council 2015/2018.

In 2017/2018, 88 of the reported assault incidents involved a member of staff, 11 of them resulted in no injury.

The three main areas affected were Single Frontline – Commercial and Operations, Schools and Learning and Libraries



Top Council services that had assaults incidents 2015/2018

There are good practices in different teams in the Council to prevent or minimise the consequences of assaults e.g. training in conflict management, GPS trackers, radios, lone working solutions, etc. but these are not standardised so officers doing a similar job may not have access to the same equipment.

There is also a concern about sharing information between different services about service users that may potentially be aggressive/abuse. There is not a corporate central system to record those persons of concern and the current procedure rely on different systems being updated with the relevant information. This may result in disparities which could potentially put employees at risk for not having access to information about a potentially aggressive/abusive service user, information which may be held by another Council team/service area. This information should also be shared with those organisations working with us or on our behalf.

7. Health and Safety Training

7.1 Courses delivered

During 2017/2018 different health and safety training courses were organised by the Corporate Health and Safety Team and delivered using internal resources from the team or, when needed, by external trainers.

Course	Number Trained
Construction, Design and Management Regs. 2015DM	15
Educational Visits Coordinator	8
Fire Warden	24
H&S for School Governors	12
H&S Your Role as a Manager	197
First Aid	41

Health and safety training delivered/commissioned by the Corporate H&S Team in 2017/2018.

Haringey Council is a large employer carrying out a wide variety of activities. Teams needing specific training courses commissioned them themselves e.g. client handling for people, but corporately, there are areas where all or a large number of employees need to receive training e.g. health and safety awareness, fire safety awareness. These core courses tend to be better received and more cost effective if delivered through an online platform. Currently the Council does not have those courses on an online version.

8. Reviewed H&S policy and procedures.

The documents that conform the health and safety management system of the Council are available on the intranet for them to be easily accessible. During 2017/2018 the following documents were created/reviewed:

Construction, Design and Management	Aug-17
Accident & Incident Management	Aug-17
Provision and Use of Work Equipment	Aug-17
Health and Safety Policy	Dec-17

The current management system is in need of an overhaul to ensure missing required procedures are created and implemented, and those already approved are revised to ensure they are still relevant, current and fit for purpose.

9. Educational Visits

The Council, as the employer, has a duty of care toward employees and those affected by the activities of the employer e.g. pupils. School educational visits can be hazardous activities, especially if they are not properly planned, organised and resourced.

The Director of Education is responsible to ensure those school trips from maintained schools are run safely. This responsibility is delegated to the Governing body and the Head teacher, as any other day-to-day H&S responsibility from running the school. Trips within the UK (category 1 and 2), from local outings to the library to day trips outside London that are not overnight or involves adventurous activities, are approved by the Governing body and the Head teacher. However when a trip involves, travelling overseas, staying overnight or doing adventurous activities (category 3), the school must record the trip using an online system (Evolve) 6 weeks in advance of the trip. The Corporate H&S Team, on behalf of the Director of Education, approves those trips after checking the provided documentation.

There were 42 visits reviewed by the Corporate H&S team from 16 different schools. Those category 1 and 2 trips are not normally recorded in Evolve.

Type of trip	No.
Adventurous	6
Overseas, Residential	15
Overseas, Residential, Adventurous	2
Residential	5
Residential, Adventurous	14
Grand Total	42

Category 3 educational visits approved by the Corporate H&S Team in 2017/2018

10. Wellbeing

Haringey has made a firm commitment to staff to support their health and wellbeing, as set out in the Workforce Health and Wellbeing Strategy (2015-18). The strategy is based on the London Healthy Workplace Charter, which is backed by the London Mayor, and provides a set of standards for organisations to meet in order to receive an official accreditation.

To deliver the strategy, we continue to implement an ongoing programme of work and activities to:

- reduce stigma and discrimination associated with mental ill health;
- increase staff personal resilience;
- support staff to manage stress effectively;
- promote the emotional wellbeing of staff; and
- facilitate positive employee/management relations.

10.1 Campaigns and Events

Five Ways to Wellbeing Campaign

In March 2017, in partnership with the Internal Communications team, we launched the 'Five Ways to Wellbeing Campaign' which aligned with the Workforce Health and Wellbeing Strategy objectives.

The campaign aimed to inspire staff through the provision of ideas of practical things they could do to look after themselves. It also highlighted the support available to help them to manage their own health and wellbeing. The campaign provided the foundation for the 2017 – 18 programme of activities.

National Mental Health & Wellbeing Week

In November 2017, a week of activities was held to mark national Mental Health & Wellbeing Week. This was to raise awareness, promote personal resilience and build organisational support to improve staff mental health and wellbeing. This included the Chief Executive signing the Time to Change pledge, re-committing Haringey to work to end mental health discrimination by tackling stigma and promoting a culture which is open to talking about mental health.

Staff Health & Wellbeing Fair

The annual Staff Health and Wellbeing Fair was held on 20 March 2018. Twenty-three stalls, training sessions and other activities were brought together to promote good health and wellbeing. A summary of figures from the event is provided below:

- Just under 400 staff attended the fair throughout the day
- 55 mini health checks were completed, with 10 people being referred to the GP
- 14 body M.O.Ts and lifestyle checks were carried out
- 36 staff received a stress relieving massage
- 12 staff practiced the art of mindfulness at the Qigong class
- 6 staff attended a bite size session on techniques to manage daily pressures
- 13 staff got an opportunity to test drive an electric car
- 40 staff took part in the Active Travel Teams cycling and hula hoop challenge – with one member of staff winning a Fit Bit
- 39 staff completed a Dockless bike questionnaire and went for a test ride

- 7 bikes were checked by Dr Bike

10.2 Training

To support the Workforce Health and Wellbeing Strategy (2015-18), a series of training sessions have been commissioned to help develop staff awareness, confidence and skills in promoting good mental health and wellbeing. A training programme was developed with the following objectives:

- To ensure that, during a period of change, managers are able to effectively identify the needs of staff and to meet them, building a workforce which is motivated and productive, and able to continue to deliver the services needed by our residents;
- To influence the wider culture of Haringey as a place, reducing stigma, building local resilience and openly addressing, in a timely manner, the needs of people experiencing mental ill-health.
- To demonstrate local leadership in the borough by implementing and promoting best practice in mental health and wellbeing, and demonstrating the benefits of a preventative approach.

In August 2017, Confluence Partnerships Ltd was awarded the contract to deliver managers mental health training for a period of 24 months, to run from 1st October 2017 to 30th September 2019. This training has been offered to all managers in the Council. Separate tailored sessions have also been offered to teams which have been identified to benefit from extra support, either due to high rates of sickness absence, or because of low levels of confidence identified by the MIND Wellbeing survey, carried out in the autumn of 2016, or both.

The table below summarises mental health and wellbeing training held in 2017-18:

Session	Date	Number attended
Confluence		
Mental Health and Wellbeing in the Workplace: Awareness and Skills Training	14 Nov 2017	33 managers
	5 Dec 2017	
	18 Jan 2018	
	28 Feb 2018 (tailored session – Legal Services)	
	8 Feb 2018 (tailored session – Children’s Services)	
Haringey Adult Learning Service		
Effective Communication	11 Nov 2017	7 staff
	31 Jan 2017	7 staff
Coping with Daily Pressure (Series of 4 sessions)	8 Nov 2017 – 21 Feb 2018	11 staff
Coping with Daily Pressure (Bitesize)	20 March 2018	6 staff
Mindful movement with Chi King (Series of 6 sessions)	9 Nov 2018 – 19 April 2018	Course ongoing

Mindful movement with Chi Kung (bitesize)	2 March 2018	12 staff
Mindfulness	7 Nov 2017	13 staff
	5 Dec 2017	11 staff
	6 Feb 2018	4 staff
	13 Mar 2018	9 staff
Nicholson McBride		
Personal resilience training	6 x workshops	67 staff (24x Regeneration; 15x Policy & Communications; 41x CMG)
Mind in Haringey		
Mental Health First Aid	2017/2018, 22 courses	340 staff and residents trained
Total		171 staff

10.3 Outcomes

Staff feedback from all training and events has been highly positive. The provision of health and wellbeing training, events and activities has supported the objectives of the Workforce Plan 2015 – 18, especially in relation to employee motivation. Increased staff satisfaction with Haringey as an employer will contribute to a more productive and efficient workforce available to deliver the objectives of the Corporate Plan (and future Borough Plan). In addition to this, it is anticipated that helping managers to more effectively support their staff will reduce sickness absence and presenteeism – the Organisational Resilience team will work with HR to monitor sickness data over the coming months.

11. Recommendations and planned work

Throughout this report, some areas have been highlighted where good standard and practices are implemented but also there are areas of concern. An action plan has been created to address the identified issues, organised by High, Medium and Low risks.

Concern	Action	Level of risk
Although reported high compliance, staff turnover and relocation affects the validity of the information available in the H&S Boards about first aiders.	Ensure all council buildings have sufficient numbers of trained first aiders, fire wardens and emergency controllers to manage emergencies and cover for eventualities.	High
Building compliance is reported differently by services managing buildings.	Implement an asset management system to include all Council buildings where compliance information is current, up to date and reports can be produced to ascertain level of compliance.	High

Some incidents were reported to the HSE in error. Others might not have been reported.	The Corporate H&S Team reports all RIDDOR incidents to the HSE.	High
There is not a corporate central system to record those persons of concern.	Commission a system to centrally record persons of concern that can be access by services and third parties that require such information.	High
Core H&S training is not currently delivered.	Commission an online H&S training service to deliver core courses to employees.	High
The current management system is in need of an overhaul.	Review the H&S Management system.	High
Category 1 and 2 educational visits are not normally recorded in Evolve.	Record all educational visits in Evolve to ensure all relevant checks have been carried out and that an audit trail exists	Medium
Council teams (except maintained schools that buy into the SLA) have not been audited in recent years. Health, Safety and Wellbeing champions report there are some pockets of compliance.	Produce a 3-year audit cycle, where team/service areas are audited and an action plan produced.	Medium
The lack of a robust Learning Management System makes it very difficult to retrieve reliable training information.	Implement a Learning Management System where training information (courses, materials, certificates, etc.) can be logged and retrieved easily. It should link with HR employee's database.	Medium
It is believed that there are services in the Council that are under reporting. 37% of Council incidents are attributed to the 'Other' type. Management actions are difficult to record and follow up.	Implement an online incident reporting system that can track management actions. Broaden the type of incident category in the new system to identify incident trends. Carry out a communication campaign regarding the new system and the importance of reporting.	Medium
The risk registers also have a difficulty regarding the recording and interpreting of information.	Create a risk register process based on key performance indicators and risk assessment, which is consistently used.	Low

12. The future

12.1 Corporate H&S Team

During 2018/19, the Corporate H&S Team will be expanded to include two Corporate Health and Safety Advisers. These extra resources will allow the team to work on some of the actions in this report, which ultimately will improve the H&S culture in the Council.

12.2 Health and Safety Strategy

The Council has been reporting on indicators that, although valid, were not geared towards corporate aim or objectives. There is a need to create a Health and Safety Strategy to decide what are the aim and objectives of the Council, how to accomplish them and how they will be measured. The Corporate Health and Safety Team will present a strategy for the Council for 2018/2021.

12.3 Potential for insourcing

The newly elected Councillors, through their Haringey Labour Party manifesto 2018, pledged to *'see whether savings can be made if we deliver the service ourselves'*. Bringing services back in-house may require extra resources and processes. Careful consideration is required to ascertain what those resources could be to ensure not just a smooth transition, but also the health, safety and wellbeing support during their day-to-day operations to ensure the required statutory duties are met.

This page is intentionally left blank

Report for: Staffing & Remuneration Committee, 17 December 2018

Title: Review of Council Grievance Policy

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:**

1 Describe the issue under consideration

As part of the Council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Grievance Policy (attached as Appendix 1) and Practice Notes (attached as Appendix 2). The policy is set out in the new format at the last meeting of the Committee on Monday, 1st October 2018.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 That the Committee approve the new Grievance Policy and Practice Notes ready for implementation with effect from 1st January 2019. A series of training sessions and workshops is planned for both HR staff and line managers during January to update them on the changes.

3.2 That the Assistant Director for Corporate Resources be delegated the power to make minor changes to the policy and practice notes without the need to refer back to Committee.

4 Reason for Decision

The policy currently in use was introduced in 2012. As a key policy it is important to take on board the lessons learned from six years of operation and have a policy that more accurately reflects the organisational changes which have taken place, and captures current thinking with regard to good HR practice.

5 Alternative options considered

The rolling review of HR policy is a requirement of the Internal Audit recommendations.

6 Background information

6.1 The policy covers all current employees other than teachers directly employed by the Council and all staff appointed by schools operating under local management

of schools, which have their own procedure. Ex-employees with a grievance should use the Council's Complaints Procedure.

- 6.2 Staff who have raised a grievance before 1st January 2019 will be dealt with using the current policy until the conclusion or resolution of their case. Grievances raised on or after 1st January 2019 will be dealt with under the new policy and practice.
- 6.3 The key changes that have been incorporated include
- a) revision of the Grievance Form to simplify it. The form is used across the organisation and it was felt that the current form could be made more accessible for those in non-office based roles.
 - b) The new form now clarifies that a grievance is related to an issue not to a person.
 - c) The informal stage is now Stage 1 of the process. This change aims to encourage a constructive dialogue between the employee and their manager as the first course of action.
 - d) There are three stages to the process, Stage 1 - informal steps, Stage 2 – the formal procedure and Stage 3 - appeal. Appeals will be heard by two senior managers, one from HR and one from a directorate outside the employee's own.
 - e) Mediation can be used at any stage of the process as long as both sides agree and agree that this is the route most likely to lead to a speedy and satisfactory resolution of the issue.
 - f) A pool of internal investigators will be maintained to conduct investigations at Stage 2 if this is necessary.

As now, staff have the right to be accompanied to a meeting at any stage of the process.

- 6.4 Deleting the second stage of the current policy was considered necessary as this is neither a separate stage nor an appeal. Its purpose is to review the decision made at the first stage before the employee progresses to the third stage the formal appeal stage. The removal of this ambiguous stage has the support of trade unions as it serves no specific purpose, it causes a delay in bringing the grievance to a conclusion and is out of step with current ACAS guidelines.

As an informal stage is not part of the current policy, staff with a legitimate grievance make it formal immediately. As a result, the number of formal grievances being dealt with is disproportionate to the size of the organisation. Including an informal stage as Stage 1 of the process will streamline the process making it quicker for the grievance to be concluded quickly and is in line with ACAS recommendations.

- 6.5 The governance process that has been followed has included the input of HR Advisers, HR Business Partners, the trade unions and staff in legal services. The

draft policy and practice notes have been considered at Corporate IR and by members of Corporate Board. The final version which is attached reflects the contribution of the key groups and has their support.

7 Contribution to strategic outcomes

Not applicable.

8 Statutory Officers' comments

8.1 Chief Finance Officer

There are no direct financial implications arising from this report. The revised Grievance Policy and procedures as implemented will be contained and managed within the existing HR resources and the relevant services' revenue budgets.

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report and makes the following comments:

Legal Services have been involved in the drafting of the Grievance Policy and Grievance Policy Practice Notes. The proposals follow the ACAS Code of Practice on Disciplinary and Grievance Procedures of March 2015 which replaced the 2009 ACAS Code.

A failure to follow the Code does not, in itself, make a person or organisation liable to proceedings. However, employment tribunals will take the Code into account when considering relevant cases. Tribunals will also be able to adjust any awards made in relevant case by up to 25 per cent for unreasonable failure to comply with any provision of the Code. This means that if the tribunal feels that an employer has unreasonably failed to follow the guidance set out in the Code they can increase any award they have made by up to 25 per cent. Conversely, if they feel that an employee has unreasonably failed to follow the guidance set out in the Code they can reduce any award they have made by up to 25 per cent.

The ACAS guide on Discipline and grievances at work (August 2017) has also been considered. Unlike the Code the employment tribunals are not required to have regard to the ACAS guidance booklet. However, it provides more detailed advice and guidance for employers and employees. The updated grievance policy and practice notes follow the ACAS guide.

9 Use of Appendices

Appendix 1 - Grievance Policy

Appendix 2 - Grievance Policy Practice Notes

10 Local government (Access to Information) Act 1985

Not applicable. .

This page is intentionally left blank

Grievance Policy

1. Purpose

The grievance policy provides a framework, which outlines how an employee may raise a concern, regarding any aspect of their employment and seek a resolution within a reasonable timeframe. The policy should be read in conjunction with the Grievance Policy Practice Notes.

2. Scope

This policy applies to all current Council employees, except those teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own procedure.

Complaints from ex-employees should be dealt with by the Council's corporate complaints process.

3. General Principles

3.1 Informal Resolution

Many grievances can be resolved quickly through informal discussion and employees are encouraged to seek informal resolution in the first instance.

Where informal resolution is not successful, employees should raise their grievance formally in writing using the grievance submission form as soon as is practicable but normally within three months of the cause of the grievance.

3.2 Formal Action

Should informal action not lead to a resolution then a formal grievance may be made in writing, detailing the nature of the complaint together with all the relevant facts, dates and names of individuals concerned.

Formal grievances should always be dealt with in a reasonable timeframe and in any event within 28 calendar days unless a revised deadline has been agreed by all parties.

A formal grievance cannot be progressed if the nature of the resolution is not within the control of the Council. Neither will it be recognised as a grievance if the underlying purpose of the submission is to disrupt or confound another internal procedure such as disciplinary, investigation, audit, etc.

3.3 Investigation

Dependent upon the nature of the formal grievance it may be necessary for an investigation to be carried out. The purpose of an investigation is to establish the facts relating to the grievance.

3.4 Grievance Meeting

A grievance meeting will be arranged as soon as is reasonably practicable after the receipt of the formal grievance.

The primary purpose of the meeting will be to:

- Allow the employee to present any evidence to support their grievance
- Clarify any issues or points within the grievance
- Set out the process to be followed
- Agree the scope of the investigation (if required)

3.5 Right to be Accompanied

An individual has the right to be accompanied at a grievance meeting or appeal hearing. The statutory right is to be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union. The employee should let the council know in advance the name of the companion where possible and whether they are a fellow worker or trade union official or representative.

3.6 Outcome

The outcome of the grievance investigation will be communicated in writing without unreasonable delay and where appropriate, should set out what action the employer intends to take to resolve the grievance.

3.7 Right to Appeal

If the grievance has not been resolved to the employee's satisfaction, the employee has the right to appeal the outcome. This is the final stage of the grievance procedure.

3.8 Confidentiality

Grievances will be dealt with sensitively and with due respect for the individuals involved. Any information communicated during the course of an investigation or as part of a grievance must be treated as confidential.

No detriment will be suffered by anyone raising a grievance in good faith, however, any matter raised with malicious intent may be dealt with under the disciplinary policy.

There is a separate whistleblowing policy to provide advice to employees on how to report illegal activities, wrongdoing or malpractice within the organisation.

4. Further References

Grievance Policy Practice Notes

Disciplinary Policy

Bullying and Harassment Policy

Whistleblowing Policy

ACAS Code of Practice on Disciplinary and Grievance Procedures

Document Control

Key Information	
Title	Grievance Policy
Document Type	Policy
Document Status	Draft revision
Author	Reward Strategy Manager, Haringey
Owner	Corporate Board
Contact	Reward Strategy Manager, Haringey
Date of Publication	Provisionally June 2018
Date of Review	August 2018

Revision History			
Version	Date	Summary of Changes	Name
0.1	10/08/2018	Draft policy revision	IM
0.2	7/9/2018	Draft with HR comments	IM
0.3	10/10/2018	Draft with TU comments	IM
0.4	3/12/18	Draft with Legal comments	IM

Grievance Policy Practice Notes

1. Introduction

The grievance policy provides a framework, outlining how an employee may raise a concern, regarding any aspect of their employment and seek a resolution within a reasonable timeframe.

The effective handling of staff concerns contributes to the maintenance of good employee relations. The aim of the grievance policy is to avoid minor issues turning into major disputes.

These practice notes are based on the assumption that the policy will be better able to achieve its ends if the associated process has clear identifiable steps and if everyone involved in the process understands their roles and responsibilities. The Grievance Policy Practice Notes should be read in conjunction with the policy.

2. Scope

The policy applies to all Council employees, except those teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own procedure.

3. Grievances

A grievance is a concern, problem or complaint raised by an individual member of staff, or group of individuals, with management. The Council recognises that anyone may, at some time or other, have problems or concerns with their working conditions or relationships with colleagues that they wish to raise. The aim of the grievance policy is to deal with these issues in a prompt, equitable and amicable manner.

A grievance is not appropriate if it is raised in direct response to the application of another procedure or where it can be raised under another procedure, e.g. an appeal against a disciplinary sanction.

No individual shall suffer any disadvantage, damage, harm or loss by raising, supporting or giving evidence of a grievance under this procedure. This may constitute unlawful victimisation.

The procedure must not be used maliciously, frivolously or in bad faith. Any misuse of the procedure may lead to disciplinary action.

4. Links to Other Policies

Instances of colleagues not being treated with dignity and respect may be more appropriately dealt with under our Bullying and Harassment policy.

Instances of serious concerns, including miscarriages of justice, not complying with legal requirements; and criminal activity may be more appropriately dealt with under our Whistleblowing policy.

5. Confidentiality

The grievance procedure is a confidential process and those participating in it must not disclose the nature of the complaint or the outcome to any person who is not a party to the process except when seeking technical advice from Legal or Human Resources.

If a disclosure is made that is in any way malicious or inappropriate to the circumstances of the issue, this may lead to disciplinary action under **the Council's Disciplinary Policy**.

6. Informal Steps

Early intervention is essential to the maintenance of good working relationships and every effort must be made to settle grievances using informal measures. A quiet word is often all that is required to resolve an issue.

In the first instance, therefore it is expected that the individual, or group of individuals, should attempt to resolve their concern informally by discussing the matter with their line manager.

Disputes between employees should normally be dealt with informally using mediation where appropriate.

Formal grievances may be dismissed in favour of informal steps if, in the view of the line manager or investigator, this would lead to a swifter resolution of the matter.

7. Formal Steps

Individuals are encouraged to resolve matters using informal steps wherever possible, however, where the matter cannot be resolved informally, for any reason, individuals, or groups of individuals, should pursue the grievance using the formal process.

An individual, or group of individuals, may commence the formal step of the process by completing the Grievance Submission Form shown in Appendix A. The completed form should be sent **to the individual's line manager** (or their manager if the line manager is the subject of the grievance) and a copy sent to Human Resources. Upon receipt of the form

the line manager will normally acknowledge its receipt within 5 working days and normally arrange to meet with the individual and their representative where applicable, within 10 working days in order to discuss the grievance and possible resolutions.

The line manager will take responsibility for investigating the formal grievance and will produce a written report, either directly or through an investigator if this is more appropriate. Either way a report with a recommendation for resolution will normally be produced within 28 calendar days. If a written response cannot be delivered within the normal deadline, the line manager should agree a revised deadline with the individual or their representative if appropriate.

The initiation of the formal step of the process does not preclude an informally agreed resolution.

8. Appeals

An individual may appeal against formal recommendations to resolve the grievance.

The appeal should be in writing and sent to Human Resources within 10 working days of the date of the formal recommendation. The appeal should contain the reasons why the individual, or group of individuals, is dissatisfied with the formal recommendation for resolution.

A panel of two senior managers (the reviewing officers), one from Human Resources and **one from outside the individual's own directorate, will convene to consider the appeal and reach a decision.** Appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance. The outcome of the appeal will be communicated to the employee in writing and without unreasonable delay.

9. The Role of the Individual

Employees have the right to raise concerns relating to their employment.

Where a grievance is raised by a group of individuals then the group should nominate one or more individuals to represent the group in addition to a trade union representative if applicable.

It is the responsibility of any individual employee, or group of individuals, to raise any concern they have with their line manager in the first instance and endeavour to resolve their issue informally.

If the grievance cannot be resolved satisfactorily using informal measures then it is the responsibility of the individual to raise the matter formally by completing the Grievance Submission Form shown in Appendix A and sending it to their line manager and a copy to Human Resources.

It is the responsibility of the individual to attend any subsequent meeting with their line manager, and representative if applicable, to discuss the grievance and possible resolutions.

An individual, or group of individuals, may withdraw a grievance at any time and at any point in the process.

10. The Role of the Line Manager

The line manager has a special place in the implementation of the policy in considering, understanding and resolving grievances promptly, equitably and amicably.

For the purposes of these practice notes the individual's line manager is reckoned to be the manager who has hiring and staff development responsibilities for the area. A team leader or supervisor may not have sufficient authority to make the necessary changes to ensure the grievance is resolved satisfactorily.

Line managers need to satisfy themselves that an individual's concern is a grievance and would not be more appropriately dealt with under another policy, e.g. Whistleblowing.

The line manager has a duty to resolve a grievance using informal steps wherever possible and can recommend mediation at any point in the process if appropriate.

Should a grievance enter the formal step of the process this will be signalled by the receipt of a Grievance Submission Form by the line manager and Human Resources. The line manager should normally acknowledge receipt of the form within 5 working days. At this point the line manager may decline the grievance on any of the grounds indicated elsewhere in these practice notes and should inform Human Resources accordingly. Line managers should take advice from Human Resources before declining a grievance.

If the line manager accepts the grievance they should arrange a meeting with the individual, and their representative if applicable, to discuss the grievance and possible resolution, normally within 10 working days of the receipt of the form.

After the meeting, the line manager may decide that a full investigation is the most appropriate response and may commission such a report after consultation with Human Resources.

A line manager may decline to accept an issue as a grievance if it clearly relates to a previous case in the preceding six months, providing that the first case was dealt with in a proper manner in accordance with the procedure. Line managers should take advice from Human Resources before declining a grievance.

It is the responsibility of the line manager to record any actions agreed informally and distribute those to everyone involved.

The line manager is responsible for notifying Human Resources of all instances of formal grievances.

The line manager should have regular contact with the investigating officer and the employee to ensure progress is being made and that they receive updates on the investigation.

11. The Role of the Staff Representative

Individual employees, or groups of individuals, are entitled to ask a trade union official or work colleague to represent them at any point in the process. **The employee's chosen companion should be allowed to address the meeting to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting.** The companion does not, however, have the **right to answer questions on the employee's behalf, address the meeting** if the employee does not wish it or prevent the council from explaining their case.

12. The Role of Human Resources

The primary role of Human Resources will be to provide appropriate advice and guidance regarding the operation of the grievance policy to line managers and others.

Human Resources are responsible for recording and monitoring formal grievances and to co-ordinate responses to appeals to the formal recommendation for resolution.

Human Resources are responsible for maintaining a pool of suitably trained investigators, mediators and panel members. In addition, newly appointed line managers will be trained in the grievance procedure as part of their induction /probation. Existing managers will be trained on the new grievance procedure.

It is the responsibility of Human Resources to ensure that all the documentation regarding the grievance policy and procedure is accurate and up to date.

Should any Human Resources officer encounter a situation which may be construed as a grievance within the meaning of the policy, then that officer has a duty to advise the individual or individuals concerned to pursue the matter using the Grievance Policy.

13. The Role of the Investigator

Where a grievance moves to the formal step of the process, then either the line manager or Human Resources may appoint someone to conduct an investigation, in order to arrive at an early resolution.

The investigator is an impartial officer who will determine the approach of the investigation based on the evidence provided.

It is the investigator's responsibility to keep accurate records of all meetings, conversations and queries from line managers, individuals and their representatives.

It is the investigator's responsibility to have regular contact with the Head of Service and the employee ensuring progress and updates are provided on a regular basis.

It is the responsibility of the investigator to produce a report, which would include a recommendation for resolution, to the agreed deadline.

Human Resources maintain a pool of trained investigators. This pool is reviewed from time to time to ensure there is a sufficient bank of suitable officers, that their investigative workload is reasonable and that there are opportunities for learning, sharing and supporting from within the group.

14. Mediation and the Role of the Mediator

Mediation is not a mandatory part of the process and therefore requires the agreement of all parties.

At its simplest a mediator may be any colleague who is acceptable to all parties, however, the Council has access to a team of independent professional mediators who are available to assist line managers and investigators reach a resolution.

It is the role of the mediator to meet with all parties involved in order to discuss the issues and facilitate resolutions. Normally the focus of mediation will be to maintain good working relationships going forward and not the apportionment of blame.

The opportunity to resolve a grievance through mediation can be considered at any point in the process.

Appendix A – Grievance Submission Form

Contact Details			
Name		Service / Dept.	
Job Title		Contact Tel. No.	

Line Manager		Union Rep.	
Nature of the grievance			
Have you raised your concern informally with your line manager?			
Yes / No. If no please explain why not, if yes please give a summary of the outcome of the informal steps.			
Would you consider mediation to reach a resolution?			
Yes / No. If no please explain why not.			
What is the outcome you are seeking to resolve this issue?			
Please outline your grievance being as specific as you can about dates, times, events, witnesses and any other background information.			
<i>Please continue on a separate sheet if necessary.</i>			
Please list and attach any documentary evidence.			
Please list the names of colleagues who will support your case.			
Sign.		Date	

Document Control

Key Information	
Title	Grievance Policy Practice Notes
Document Type	Practice Notes
Document Status	Draft
Author	Reward Strategy Manager, Haringey

Owner	Human Resources
Contact	Reward Strategy Manager, Haringey
Date of Publication	Provisionally June 2018
Date of Review	To be agreed

Revision History			
Version	Date	Summary of Changes	Name
0.1	13/06/2018	Draft	IM
0.2	7/9/2018	Draft with HR comments	IM
0.3	10/10/2018	Draft with TU comments	IM
0.4	17/10/18	Draft with Audit comments	IM
0.5	03/12/18	Draft with Legal comments	IM

Report for: Staffing & Remuneration Committee, 17th December 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:

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

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 from January 2019 for the final three months of 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 Appendix A gives details of the reports that will be brought to the final two Committee meetings of this municipal year.

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 January 2019 – March 2019.

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

Appendix A

Forward Plan January – March 2019

Committee data	Report Title	Lead Officer
11 February 2019	Council's Pay Policy <i>(report will also be considered by Full Council on 25th March 2019)</i>	Mark Rudd
11 February 2019	People Report (October - December 2018)	Mark Rudd
11 February 2019	Updates to Modern Reward Strategy	Mark Rudd
11 February 2019	HR Policy Update	Mark Rudd
11 February 2019	Senior Manager pay review 2019/20	Mark Rudd
11 February 2019	Gender Pay Gap 2019	Mark Rudd
25 March 2019	My Reward (Employee Benefits)	Mark Rudd
25 March 2019	2018 /19 Review of Achievements	Mark Rudd

This page is intentionally left blank

Report for: Staffing & Remuneration Committee, 17th December 2018

Title: HR Recruitment Practice Note (Senior Managers)

Report

authorised by : Mark Rudd, Asst Director Corporate Services

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected:

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

1 Describe the issue under consideration

1.1 The Human Resources team have produced the Recruitment Practice Note (Senior Managers) as an adjunct to the main Recruitment Policy to ensure a better understanding of the obligations of Officers and Members in the recruitment process. The practice note aims to provide more consistency and better transparency to the key elements of the process so that everyone is clear of their role and responsibilities.

1.2 The definition of a senior manager for the purpose of this note is any post subject to the terms and conditions of a senior manager contract and including, but not limited to, the following groups:
Corporate Board
Corporate Leadership Team
Corporate Management Team

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 The Committee are asked to approve the Practice Note attached at Appendix 1.

3.2 That the Assistant Director, Corporate Resources is authorised , in consultation with the Chair of the Committee, to make such amendments to the Practice Note as he considers minor. Any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments

4 Reason for Decision

The concept of the practice note is to add clarity for those who are executing Council's policies and to map processes to assist all those involved. Where the policy reflects the organisation's stance on particular issues, these notes inform officers how to put this into practice. They are based on the principle that the policy will be better able to achieve its ends if the associated process has clear

identifiable steps and if everyone involved in the process understands their roles and responsibilities.

The introduction of Practice Notes is an integral part of the HR policy review currently being undertaken.

5 Alternative options considered

Not applicable.

6 Background information

All relevant information is given in the Practice Note attached at Appendix 1.

7 Contribution to strategic outcomes

Not applicable.

8 Statutory Officers' comments

Chief Finance Officer

The Chief Finance Officer has considered the report and there are no direct financial implications arising from it.

9 Assistant Director of Corporate Governance

There are no legal implications arising from this report.

10 Use of Appendices

Appendix 1 – Recruitment Practice Note (Senior Managers)

11 Local government (Access to Information) Act 1985

Not applicable.

Appendix 1

Recruitment Practice Note Senior Managers

1. Introduction

The purpose of this practice note is to provide clear guidance regarding the recruitment and appointment of senior managers and in particular those roles which are affected by the **Council's** Constitution and our statutory obligations under the Local Authorities Standing Orders (England) Regulations 2001.

Our aim is that all parties involved in the recruitment of senior managers are aware of their duties and responsibilities and that the process is conducted in an open, equitable and pragmatic manner.

2. Scope

The principles set out in this practice note apply to all permanent senior manager recruitment, however, there are specific requirements relating to the appointment of the Head of Paid Service, Chief Officers and Deputy Chief Officers. A permanent senior manager position is one where the post-holder will be employed by the Council other than under a fixed-term contract.

3. General Principles

3.1 Aims of the Recruitment Policy

The aim of the policy is “to ensure a fast, efficient and transparent process”. Good candidates may be lost if the process is not dealt with in a business-like manner and delays give a poor perception of the Council as a prospective employer.

Our processes need to be a blend of transparency, integrity and expediency.

3.2 Member Involvement

The Council has delegated the task of appointing Chief Officers and Deputy Chief Officers to the Staffing & Remuneration Committee.

Committee members need to be aware of their part in the recruitment process for these roles.

3.2.1 The Final Interview

The final interview will take place before a member selection panel. **The panel's role is to recommend appointees to the Staffing & Remuneration Committee for their approval.** If the panel consider they are appointable, it should recommend a second choice as well as a first choice appointee, in the event the first choice candidate is not appointed for some reason (for example, if she or he refuses the offer of appointment). Members will take the lead in conducting the interviews but may ask Officers to attend in an advisory capacity. The panel should use its collective experience to assess candidates and share the responsibility of asking questions and making notes.

The panel will need to appoint a Chair of the panel for each appointment. **The Chair's role** will be to agree the interview plan with the other panel members, open, run and close the interview; and assist the panel in reaching a decision about each candidate.

The Chair of the panel is also responsible for keeping all the interview notes for a period of six months after the date of appointment.

The panel would normally consist of:

- The Chair of the Staffing & Remuneration Committee
- The Vice Chair of the Staffing & Remuneration Committee
- The Opposition Member of the Staffing & Remuneration Committee
- The Cabinet Member whose portfolio covers the vacant position.

The panel may be augmented at the discretion of the Chair of the panel but the contiguous special meeting of the Staffing & Remuneration Committee must be quorate.

3.2.2 The Special Meeting of the Staffing & Remuneration Committee.

On the rise of the member selection panel after deliberation, a special meeting of the Staffing & Remuneration Committee will need to take place to **adopt the panel's** recommendation and confirm the appointment. The members of the Committee attending the meeting need not be the same as that of the panel.

During the meeting members will state who they wish to appoint along with the final salary if decided upon. If the proposed salary is £100,000 per annum or more, the Committee must consider and approve the proposed salary. Members should decide if they wish to offer the post to the second choice candidate in the event a decision by them to offer the **post to the first choice candidate does not result in that person's appointment.** Offers of the position decided on by members should be subject to the person offered the position accepting the contract of employment proposed by the Council.

The Committee shall only make an offer of employment as a Chief Officer or a Deputy Chief Officer where:-

- (a) no objection has been made by any Cabinet Member, or
- (b) if any objection is made, the Committee or the Chief Executive is satisfied that the objection is not material or well founded

As this is a public meeting it will need to be held in an appropriate public space, e.g. Civic Centre, to allow members of the public to attend.

Notice of the meeting will need to be published on Haringey's website five clear working days prior to the scheduled meeting and will include an agenda and detailed report of the proposed appointment to be completed by the relevant staff member of HR and authorised accordingly.

This is a publically accessible document so should not include any specific details like names of candidates or exact salaries. It will contain the proposed salary range. Copies of previous reports can be requested from the Democratic Services team.

4. Definitions

4.1 Haringey Constitution

The Constitution defines a Chief Officer as “a statutory chief officer or a non-statutory chief officer who, as respects all or most of the duties of his/her post, reports directly to the Head of Paid Service” and a Deputy Chief Officer as “an officer who, as respects all or most of the duties of his/her post, reports directly to a chief officer.” An officer whose duties are solely secretarial, clerical or administrative in nature shall not be regarded as a Chief Officer or a Deputy Chief Officer. Generally, this covers all Director & Assistant Director roles and occasionally any other statutory posts.

4.2 Job Levels

In 2016 we undertook a comprehensive review of our senior management positions and organised them into a matrix based on their role profiles; and recognising the twin career paths of people leaders and individual contributors.

Senior Manager Levels		
Type	People Leader	Individual Contributor
Level	Chief Executive	

A	Primarily responsible for delivering the strategic direction for the organisation.	
Level B	Director / Assistant Director	
	Primarily responsible for the strategic direction of a service area.	
Level C	Head of Service	Senior Professional III
	Primarily responsible for service design and implementation.	Responsible for providing a broad, high level, professional service.

4.3 Pay Bands

Level B and Level C are both sub-divided into three steps each with its own pay band. Level A just a single pay band for the Chief Executive.

Senior Manager Pay Bands (April 2018)				
Level	Step	Minimum	Benchmark	Maximum
A		£179,000	£193,500	£208,000
B	3	£140,300	£151,700	£163,100
	2	£114,300	£123,600	£132,900
	1	£97,700	£105,600	£113,500
C	3	£83,300	£90,000	£96,800
	2	£70,700	£76,400	£83,000
	1	£60,300	£65,200	£70,100

Appointment to Level B positions is the responsibility of the Staffing & Remuneration Committee.

These pay ranges are subject to annual review.

5. The Role of the Head of Paid Service

The Head of Paid Service may review and reorganise the functions and duties of the Senior Management Team. Where the Head of Paid Service considers these changes to be minor, for example, altering reporting lines or the reallocation of duties / responsibilities that do not affect the evaluated grade, then she or he makes these staffing arrangements under his or her functions delegated to him or her under the **Council's** Constitution.

The Head of Paid Service needs to ensure that the Council can deliver services and fulfil its statutory obligations and may engage interim officers as the most expedient way to achieve those aims.

The Head of Paid Service will keep the Leader of the Council and the Chair of the Staffing & Remuneration Committee fully informed of any changes or appointments described here.

6. The Role of HR

It is the responsibility of HR to provide the selection panel members with the relevant paperwork and other documentation ahead of time to allow for preparation.

These would normally include:

The job and person specification for the role under consideration

Candidate profile and application forms

HR will ensure that all candidates presented to a selection panel will have gone through an extensive process and will be considered technically proficient to undertake the role.

7. The Role of Democratic Services

Democratic Services will be responsible for convening the member selection panel and the contiguous special meeting of the Staffing & Remuneration Committee.

This will involve contacting members, checking their availability and assembling the panel.

Interview dates, times and rooms will be co-ordinated by Democratic Services.

Democratic Services will be responsible for minuting the special meeting and will report this to the next Committee meeting.

Democratic Services will notify all Cabinet Members of the decision of the special meeting who will have three days to raise an objection. If no objection is received, then Democratic Services will notify HR that the appointment has been agreed.

In the case of an appointment to the Head of Paid Service post, the Staffing & Remuneration Committee will make a recommendation to Council who will then approve the appointment.

Deadlines for all tasks associated with the special meeting of the Staffing & Remuneration Committee meeting will be managed by Democratic Services and communicated to the relevant persons involved.

8. Confidentiality

Interview notes are confidential documents and only those individuals who need to do so will have access to interview notes and they must not disclose the content of these to anyone except when necessary

9. Links to Other Policies



Recruitment Policy

Restructure Policy

Redeployment Policy

Document Control

Key Information	
Title	Recruitment Practice Note – Senior Managers
Document Type	Practice Note
Document Status	Draft
Author	Reward Strategy Manager, Haringey
Owner	Human Resources
Contact	Reward Strategy Manager, Haringey
Date of Publication	To be agreed
Date of Review	To be agreed

Revision History			
Version	Date	Summary of Changes	Name
0.1	19/11/2018	Draft	IM
0.2	5/12/2018	Draft with Legal comments	IM

This page is intentionally left blank

Report for: Staffing & Remuneration Committee

Title: People Report - September 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 2018, the established workforce has continued to reduce steadily, a headcount reduction of 40.
- The average cost per employee has remained stable at around £36,000 per member of staff.
- The percentage of our workforce who are classified as agency has seen a minor increase of 0.5% for this quarter when compared to June 2018.
- The engagement of Consultants/ Interims has increased slightly.

- The average number of sickness days taken has slightly increased during this quarter.

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 October 2017 to September 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.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from the report.

9. Use of Appendices

Appendix A - People Report (September 2018)

10. Local Government (Access to Information) Act 1985

N/A

People Report
Haringey Council
Sep-18



Measure	Data Period	Reporting Period				% Change
		Mar-18	Jun-18	Sep-18	Status	
Established Workforce						
Headcount	M	2205	2207	2165	↓	-1.9
FTE	M	1985.2	1975.6	1964.9	↓	-0.5
Cost base pay - monthly (E000)	M	£5,838	£5,954	£5,923	↓	-0.5
Cost base pay - annualised (E000)	M	£70,060	£71,444	£71,076	↓	-0.5
Average cost per FTE (E000)	M	£35	£36	£36	→	
Off Payroll Workforce - Agency						
Headcount	M	358	307	316	↑	2.9
FTE	M	278.0	264.0	275.3	↑	4.3
Cost - monthly (E000)	M	£1,292	£1,209	£1,237	↑	2.3
Cost - annualised (E000)	M	£15,501	£14,513	£14,847	↑	2.3
% Agency of total workforce	M	12.3	11.8	12.3	↑	
Off Payroll Workforce - Consultants/Interims						
Headcount	M	21	14	17	↑	21.4
FTE	M	20.2	13.4	15.4	↑	14.9
Cost - monthly (E000)	M	£241	£136	£169	↑	24.1
Cost - annualised (E000)	M	£2,896	£1,631	£2,024	↑	24.1
Total Workforce (Established + Agency/Consultants/Interims)						
Headcount	M	2584	2528	2498	↓	-1.2
FTE	M	2283.4	2253.0	2255.7	↑	0.1
Cost - monthly (E000)	M	£7,371	£7,299	£7,329	↑	0.4
Cost - annualised (E000)	M	£88,457	£87,589	£87,947	↑	0.4
Leavers						
Headcount	RY	298	272	312	↑	
FTE	RY	262.7	242.1	253.7	↑	
% Resignation/retirement	RY	63	68	62	↓	
% TUPE	RY	1	0	6	↑	
% Redundancy	RY	23	19	19	→	
% Other	RY	12	13	13	→	
Starters						
Headcount	RY	187	130	70	↓	
FTE	RY	163.0	114.9	61.0	↓	
% Permanent appointments	RY	72	72	70	↓	
% Fixed term appointments	RY	24	26	30	↑	
% Temporary appointments	RY	4	2	0	↓	

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows
The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

The workforce headcount has continued to reduce since June 2018.
Our average cost per FTE remains stable at around £36K.

The utilisation of agency workers has increased slightly by 3%.
Priority 1 continues to have the highest number of agency workers across the Council, which may be due to the need to fill key vacant posts swiftly.
Whilst the Council aims to reduce agency usage there will always be pockets across the organisation that use agency workers to help deliver services. The Council will continue to monitor this to ensure that the usage does not increase significantly.

There has been a minor increase in the number of consultants/ interims engaged by the Council when compared to June 2018.
The majority of consultants/ interims are currently engaged in Priority X.

Overall, the Council's headcount has continued to reduce, however the monthly overall costs has increased slightly.

The Council has had 312 leavers during the rolling period of October 2017 to September 2018 with 62% leaving due to resignation or retirement.
In September 2018, 6% of leavers were due to TUPE when compared to June 2018. This was because of staff transferring out of the Council to the Haringey Education Partnership.

The number of new starters employed by the Council has decreased when compared to the last rolling year period by 46%.
In September 2018, there was an increase of 4% in the number of fixed term appointments offered by the Council and the number of permanent contracts offered reduced by 2%.
Priority 1 has had the highest level of recruitment activity in the last rolling year.

People Report
Haringey Council
Sep-18



Measure	Data Period	Reporting Period	% Change
---------	-------------	------------------	----------

Sickness Absence

	Mar-18	Jun-18	Sep-18	Status	Sep18-Jun18
Sickness rate (average days)	8.4	8.9	9.0	↑	0.7
Long term sickness rate (20+ days)	5.2	5.6	5.5	↓	-1.3
Short term sickness rate (<20 days)	3.2	3.3	3.4	↑	3.7
Sickness cost (£000)	£1,992	£2,222	£2,240	↑	0.8

My Conversation Outcomes

	Jan-18	Jul-18	
% My Conversation outcomes	40	72	↑
% Nil return	58	22	↓
% Out of scope	2	6	↑
% Excellent achiever	5	5	→
% Strong achiever	14	14	→
% Ambitious achiever	18	17	↓
% Haringey gold	25	33	↑
% Task motivated	5	4	↓
% Values motivated	4	5	↑
% Task focused	9	9	→
% Values driven	5	6	↑
% Scope to improve	16	6	↓

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

Status Arrows

The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Council Sickness Target: 6 days
The average days lost and cost of absence has continued to increase when compared to June 18.

My Conversation outcomes in July 2018 increased by 32% when compared to January 2018.

HR Business Partners continue to work with service areas to minimise gaps in data and address performance concerns across the organisation.

The next My Conversation data collection is scheduled for January 2019 for the period 1st July 2018 to 31st December 2018. A breakdown of the data will be available shortly after.

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

Document is exempt

This page is intentionally left blank