

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Monday, 21st February, 2022, 7.00 pm - 40 Cumberland Road, Wood Green N22 7SG (watch the live meeting [here](#), watch the recording [here](#))

Members: Councillors Dhiren Basu (Chair), Gideon Bull (Vice-Chair), Charles Adje, Julie Davies and Paul Dennison

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making depositions, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item below. New items of exempt Urgent Business will be dealt with at agenda item below).

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. MINUTES (PAGES 1 - 8)

To confirm and sign the minutes of the meetings held on 2 December 2021 and the minutes of the special meetings held on 2 December 2021, and 20 January 2022.

7. PARENTAL LEAVE, ORGANISATIONAL CHANGE, AND MENOPAUSE POLICIES (PAGES 9 - 60)

Report of the Chief People Officer

8. NEW ITEMS OF URGENT BUSINESS

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

9. EXCLUSION OF PRESS AND PUBLIC

Item 10 is likely to be subject to a motion to exclude the press and public from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); para 1, information relating to an individual.

10. EXEMPT MINUTES (PAGES 61 - 64)

To confirm and sign the exempt minutes of the special meetings held on 2 December 2021, and 20 January 2022.

Jack Booth, Principal Committee Co-ordinator

Tel – 020 8489 3541

Email: jack.booth@haringey.gov.uk

Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 11 February 2022

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MINUTES OF MEETING Staffing and Remuneration Committee HELD ON Thursday, 2nd December, 2021, 7.00 - 7.55 pm

PRESENT:

Councillors: Dhiren Basu (Chair), Gideon Bull (Vice-Chair) and Julie Davies

ALSO ATTENDING: Dan Paul (Chief People Officer), Karen Gooday (Head of Employment, Reward & Transformation), James Wills-Fleming (Council Accommodation Strategic Commissioner), Sean Fox (Unison) and Felicity Foley (Committees Manager)

8. 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.

9. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillor Adje.

10. URGENT BUSINESS

None.

11. DECLARATIONS OF INTEREST

None.

12. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

Sean Fox, Branch Secretary for Unison, addressed the Committee in respect of item 11 – HR Change Management Policy.

The main issue with the proposed policy was the length of pay protection for staff. Unison considered three years to be a reasonable length of time and requested that the Committee review the proposal and increase the length of pay protection to between 18 months and three years.

Clerks note - the Chair re-ordered the agenda to consider item 11 – HR Change Management Policy. The minutes follow the order of the agenda.

13. MINUTES

RESOLVED that the minutes of the meetings held on 20 September 2021 and 18 October 2021 be approved as a correct record.

14. UPDATE ON THE COUNCIL'S APPROACH TO THE WAY STAFF WORK AND USE ITS OFFICE ACCOMMODATION

James Wills-Fleming, Council Accommodation Strategic Commissioner, introduced the report as set out.

In response to questions from the Committee it was noted that:

- The latest government guidance had not changed in terms of working from home. The Council would continue to follow public health guidance. Staff were encouraged to wear masks whilst moving around the office, and all desks were set out to be socially distanced.
- It was important for staff to recognise that they should start to return to the office and 100% working from home was not the direction that Haringey was travelling in.
- Staff would be encouraged to work from the office to reconnect with colleagues and collaborate on projects.

RESOLVED that the report be noted.

15. SCHOOLS PAY POLICY REPORT 2021/22

Dan Paul, Chief People Officer, introduced the report as set out.

RESOLVED that the updated Haringey Schools Model Pay policy for September 2021 and recommend its adoption to Haringey maintained Schools be approved.

16. PAY POLICY REPORT

Dan Paul, Chief People Officer, introduced the report as set out.

In response to questions from the Committee it was noted that:

- In most cases, the returning officer was always the Chief Executive. This was mainly because the Chief Executive was the most senior member of staff and were able to command resources across the Council to run an election.
- Paragraph 13.2 implied that redundancy schemes were subject to change. Dan Paul agreed to remove this wording as it was not required, and advised that the website would always reflect the current scheme.

RESOLVED that the draft Pay Policy Statement 2022/23, attached at Appendix A be approved.

17. HR PARENTAL POLICY - PROGRESS REPORT

Karen Gooday, Head of Employment, Reward & Transformation, introduced the report as set out. This was a key policy area as identified by the Committee to update. There were nine areas in the policy with various practice notes.

RESOLVED that the proposals for changes in benefits outlined in this report be agreed so that a policy can be prepared to be discussed with relevant stakeholder groups and Corporate Board.

18. HR CHANGE MANAGEMENT POLICY - AGREEMENT OF CHANGES

Karen Gooday, Head of Employment, Reward & Transformation, introduced the report as set out.

Members commented that the progress made was a tribute to officers and the Unions. It was suggested that 18 months full pay protection, with regular reviews, would be a good compromise in response to the deputation made by Unison. This proposal was agreed by all members of the Committee.

RESOLVED that

1. the proposals in this report be considered, in particular where agreement has not been reached on the principal of pay protection with the Trade Unions; and
2. the proposals outlined in this report be agreed so that the Policy and Practice note can be prepared for consultation with Corporate Board and the relevant stakeholder groups.

19. HR POLICY REVIEW - PROGRESS REPORT

Karen Gooday, Head of Employment, Reward & Transformation, introduced the report as set out.

RESOLVED that the report be noted.

20. NEW ITEMS OF URGENT BUSINESS

None.

21. DATES OF FUTURE MEETINGS

1 February 2022
22 February 2022

22. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that the press and public be excluded for the remainder of the meeting as agenda item 16 contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the local Government Act 1985), paragraphs 1 and 2.

23. EXEMPT MINUTES

RESOLVED that the exempt minutes of the meeting held on 20 September 2021 be approved as a correct record.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON THURSDAY, 2ND DECEMBER, 2021, 9.30 - 9.50 AM

PRESENT: Councillors Dhiren Basu (Chair), Peray Ahmet, and Luke Cawley-Harrison.

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and it was noted that the public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillors Adje, Bull, Davies, and Dennison.

Councillors Ahmet and Cawley-Harrison were present as substitutes.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF CHIEF EXECUTIVE

The Committee considered the report of the Chief People Officer on the appointment to the post of Chief Executive (Interim). In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

The name of the candidate that was recommended by the Member Panel was confirmed as Andy Donald.

Following consideration of the exempt information, it was

RESOLVED

1. To accept the recommendation of the Member Panel and agree to recommend to Full Council the appointment of Andy Donald to the post of Chief Executive and Head of Paid Service.
2. Subject to (1) above, that the appointment of the candidate to the post of Chief Executive and Head of Paid Service to be on the Chief Executive's salary range as agreed by Council in the Pay Policy Statement. This will be in the range of £185,600 - £210,200.
3. Subject to (1) above, that the appointment of the candidate to the post of Chief Executive and Head of Paid Service be offered on a Fixed Term Contract with an initial term of six months, with authority delegated to the Leader of the Council, in consultation with the **Chair of the Staffing and Remuneration Committee**, to extend the contract for up to a further six months.
4. Subject to (1) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting for the consideration of item 6 as it contained 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.

7. APPOINTMENT TO THE POST OF CHIEF EXECUTIVE

The Committee considered the exempt information.

During the discussion of the exempt information, it was proposed that the proposal to delegate authority to extend the contract for up to a further six months be amended slightly to allow consultation with the Staffing and Remuneration Committee, rather than just the Chair of the Staffing and Remuneration Committee. The Committee agreed to amend recommendation 3.3 as follows:

Subject to (3.1) above, that the appointment of the candidate to the post of Chief Executive and Head of Paid Service be offered on a Fixed Term Contract with an initial term of six months, with authority delegated to the Leader of the Council, in consultation with the **Chair of the Staffing and Remuneration Committee**, to extend the contract for up to a further six months.

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

MINUTES OF STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON THURSDAY, 20TH JANUARY, 2022, 5.05 - 5.10 PM

PRESENT: Councillors Gideon Bull (Vice-Chair, in the Chair), Peray Ahmet, and Paul Dennison.

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and it was noted that the public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Adje, Basu, and Davies.

Councillor Ahmet was present as substitute.

3. URGENT BUSINESS

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR STRATEGY, COMMUNICATIONS, AND COLLABORATION

The Committee considered the report of the Recruitment Business Manager on the appointment to the post of Assistant Director for Strategy, Communications, and Collaboration. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

Following consideration of the exempt information, it was

RESOLVED

1. To accept the recommendation of the Member Panel and appoint the recommended candidate to the post of Assistant Director for Strategy,

Communications, and Collaboration, subject to the objections process of the Cabinet whereby this Committee may only make the offer of appointment of the Assistant Director for Strategy, Communications, and Collaboration when:

- (a) no objection has been made by any member of the Cabinet; or
 - (b) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.
2. Subject to (1) above, to agree that the appointment of the candidate to the post of Assistant Director for Strategy, Communications, and Collaboration to be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £102,300 - £119,000 as set out in the Council's Pay Policy Statement.
 3. Subject to (1) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
 4. To agree that, if the successful candidate decides not to accept the role for any reason and there is an alternative appointable candidate recommended by the Member Panel, that this candidate is appointed to the role subject to (1), (2) and (3) above.

6. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting for the consideration of item 6 as it contained 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.

7. EXEMPT - APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR POLICY, STRATEGY, AND COMMUNICATIONS

The Committee considered the exempt information.

CHAIR: Cllr Dhiren Basu

Signed by Chair

Date

Report for: Staffing & Remuneration Committee – 21 February 2022

Title: New HR Policies – Parental Leave; Organisational Change; Menopause

Report authorised by: Susie Faulkner, Interim Director of Customer, Transformation & Resources

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

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

1 Describe the issue under consideration

The report outlines the changes which are being proposed to introduce new, amalgamated Parental Leave and Organisational Change Policies and a Menopause Policy which is being introduced for the first time.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

The Committee is asked:

To consider and approve the Parental Leave, Organisational Change, and Menopause Policies.

4 Reason for decision

The policies have been reviewed as part of the on-going HR Policy Review. They have been through extensive consultation with the trade union and with employee groups and their comments have been included. In the case of the Parental Leave and Organisational Change Policies, the current policies are now outdated and new ones need to be implemented. The Menopause Policy is being introduced following recognition of the need to support those who are suffering from symptoms of the menopause in the workplace.

5 Alternative Options Considered

Not applicable.

6 Background information

- 6.1 As part of the on-going HR review of policies, the need for streamlined policies which would be easily understood and therefore more often successfully referred to, was identified. The information relating to parental leave is currently out of date, in parts it is not compliant with current legislation and is contained in a variety of management and employee guideline documents. The guidance available to managers and employees relating to restructuring, redundancy and redeployment is also contained in various documents that are inconsistent and difficult to follow.
- 6.2 The proposals outlined in the new policies will ensure that as an employer, we will continue to provide competitive and benchmarked enhanced benefits. They will provide a broad foundation of support for our employees at key points in their life and will strengthen consistency and transparency in applying these benefits. Where possible, the benefit options in the Parental Leave policy have been equalised to make them as inclusive as possible within the legislative framework.
- 6.3 The proposed changes and key principles for both the Parental Leave and Organisational Change policies were referred to the Staffing & Remuneration Committee for their comments late last year and these have been incorporated into the policies, notably the 18 months' pay protection following redeployment to a lower grade. The trade unions have agreed the amendments to the Parental Leave Policy made following this meeting (subject to the ballot outlined in paragraph 6.5) and have confirmed their agreement to the changes proposed in the Organisational Change policy.
- 6.4 The committee gave their agreement in principle to these proposals and a version of the Parental Leave Policy is attached at Appendix 1, and a copy of the Organisational Change Policy attached at Appendix 2. The Menopause Policy which has not been discussed at Staff & Remuneration Committee previously, is attached at Appendix 3.
- 6.5 One area of parental leave (maternity) retains an enhanced benefit available to those who were employed on or before 1 April 1993. One of the proposals in the Parental Leave Policy is to delete the benefits available to this group of employees, as they discriminate in favour of older employees and are largely unused. Whilst the council still employs 137 people who fall into this category, they are all in the age range 49 to 64 and so are unlikely to take maternity leave. The view of the trade unions is that their members must be balloted about this proposal as they consider it to be diminishing the terms and conditions of the employee group, although they will be recommending the changes to their members, as overall the benefit offering increases to all staff. A ballot of members will be held during late January / early February following the Schools Consultative Group meeting, as this will enable the trade unions to ballot both Council and School employees together.
- 6.6 The same approach of consolidation has been taken with the policies covering organisational restructures, redeployment and redundancy. The existing documents have been revised and incorporated into one Organisational Change Policy. One of the key changes made to the redeployment policy is that employees no longer have the option of rejecting a suitable alternative job

which is one grade lower than their substantive post in favour of redundancy. To facilitate this, full pay protection for eighteen months is being proposed and this principle has been agreed previously by the Staffing & Remuneration Committee.

- 6.7 The Menopause Policy aims to help create an organisational environment where people who are experiencing menopausal symptoms feel confident enough to raise this and ask for reasonable adjustments to be considered. The policy aims to increase employees' awareness and understanding of the menopause and the impact that it can have on those who are experiencing it, as well as providing guidance for managers as to how to discuss and implement adjustments.
- 6.8 The implementation of the Parental Leave policy will be held until the outcome of the trade union ballot. The Menopause policy can be implemented immediately, the Organisational Change policy can be implemented immediately for new restructures but any that have already started under the current policy will continue under that policy until completion.

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

7.1 Finance

This report proposes a number of policy changes to parental leave, the majority of which leave benefit levels unchanged. Where enhanced benefits are being proposed the direct financial implication is minimal as the number of employees accessing them is low (as evidenced in paragraph 6.1) and Services will in most circumstances cover the period of leave with existing resources.

Posts are budgeted for on the assumption the postholder will receive full pay for the whole year. There is no separate corporate budgetary provision for parental leave and Services are expected to manage requests within existing staffing budgets.

The proposal to introduce eighteen months pay protection for employees redeployed to a lower grade as a result of restructuring will increase staffing costs in the affected services. The number of redeployees has been low to date due to it being a voluntary decision by the employee. Since 2019 there have been 39 employees in the redeployment pool but only 4 employees were redeployed, and these moved to either the same or a higher-grade role.

The proposed policy to remove this choice for employees will lead to an increase in employees in the redeployment pool however, due to the need to match a redeployee to a suitable alternative, it is difficult to assess the actual change in numbers successfully redeployed. It therefore follows that the eventual instances of pay protection and therefore actual cost, are also difficult to estimate at this point in time with any degree of accuracy. Services will nevertheless be expected to manage the additional costs within their overall staffing budget.

Moving to a policy where employees no longer have the option of choosing redundancy over redeployment may mitigate some redundancy costs, should suitable alternative

roles be identified. Furthermore, if a vacant post is successfully filled by a redeployee the cost of recruitment would be avoided.

7.2 Corporate Governance

The Head of Legal and Governance has been consulted in the preparation of this report and advises that there is no legal reason why the proposals stated in the Recommendation section of the report cannot be adopted.

8 Use of Appendices

Appendix 1 – Parental Leave Policy
Appendix 2 – Organisational Change Policy
Appendix 3 – Menopause Policy

9 Local Government (Access to Information) Act 1985

Not applicable.



Appendix 1

Parental Leave Policy

Date: January 2022

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1 Purpose

The purpose of this policy is to outline the Council's leave and benefit provision for each type of parental leave. Appendix 1 gives details of the entitlements and the associated qualifying service period for each type of benefit.

2 Scope

This policy applies to all Council employees with the exception of teachers directly employed by the council and all staff appointed by schools operating under local management of schools, which have their own policy. The policy does not apply to agency workers or contractors working in the Council.

3 General Principles

Parental leave is planned absence either for pregnancy; for adoption; to enable nominated carers to have time with their baby; to enable both parents to share in the care of their new baby after the birth; to enable employees to have additional time to attend fertility or IVF treatment; to enable employees to take time off following either a miscarriage, premature birth of their baby or following the death of a child. Parents/carers who have been employed by Haringey for one year, are entitled to take up to 18 weeks unpaid ordinary parental leave per child until the child is 18 years old which may be used for reasons such as to spend more time with family, to provide childcare during school holidays or for any other reason.

In addition to the statutory entitlement to pay and/or leave, the Council offers enhanced benefits which are dependent on the qualifying service of the employee. A full summary is given in Appendix 1.

This policy covers the following types of leave:

3.1 Maternity Leave & Shared Parental Leave

All employees who become pregnant are entitled to 52 weeks maternity leave, made up of 26 weeks of ordinary maternity leave and 26 weeks additional maternity leave. Depending on the amount of qualifying service that the employee has, the leave may be paid at an enhanced rate, whilst retaining the entitlement to receive statutory maternity pay. See Appendix 1 for details of this.

Maternity leave can be shared between parents / nominated carer to enable greater flexibility in looking after their baby, and to enable them to spend time with their child.

Shared parental leave can be taken where the person who will be taking on part of their partners maternity leave has been employed continuously by the council for at least one year by the start of the 11th week before the expected week of the birth. Appendix 1 gives details of qualifying service and rates of pay.

3.2 Adoption Leave

Most employees who choose to adopt will be entitled to 26 weeks ordinary adoption leave and may take a further 26 weeks of additional adoption leave. The amount of paid leave, the level of pay in addition to statutory adoption pay can be found in Appendix 1.

3.3 Nominated Carers Leave

This is available to employees who will have, or expects to have, responsibility for the child's upbringing and are either

- The baby's biological father
- The mother's husband or partner
- The spouse or partner of a primary adopter who has been matched with a child

If the nominated carer has

- Qualifying service of at least 26 weeks of continuous employment by the council by the 15th week before the expected week of birth or by the week the child is matched with the primary adopter, the entitlement is to two weeks paid leave on full pay.
- If the qualifying service of 26 weeks continuous employment isn't met, the entitlement is 5 days paid leave and one week of unpaid leave.

3.4 Keeping in Touch Days

To make the eventual return to work as smooth as possible, and to ensure that absent employees still feel part of their team, the employee on maternity or adoption leave is entitled to take up to ten KIT (Keep in Touch) days during the period of parental leave.

Those who have opted to share their maternity leave are also entitled to up to 20 days SPLIT (Shared Parental Leave In Touch) days which can be used in addition to the ten KIT days.

The days may be taken as a block or as single days and may be used by the employee to attend training, consultation meetings or just to enable them to keep up to date with the changes that will inevitably occur during the absence.

Both KIT and SPLIT days are paid at normal full pay if they are taken during a period of unpaid leave. If they are taken during a period of half pay they will be topped up to full pay for the hours worked. If they are taken during a period of full paid leave, no additional pay will be given.

3.5 Miscarriage

Pregnant employees who are unfortunate in experiencing a miscarriage before 24 weeks of pregnancy are likely to need time to come to terms with their experience. The Employee Assistance Programme is available for support, guidance or counselling if needed.

Managers should ensure that employees are reminded of the support that is available to them should they wish to use it. If sickness absence is taken following a miscarriage, it is considered to be pregnancy related and therefore won't impact on sickness trigger levels. In some cases, if it would be beneficial to the employee a period of special leave may be needed and this can be agreed by the Head of Service.

3.6 Premature birth

Parents or carers of babies born prematurely, either at, or before, 37 weeks of pregnancy, go through a stressful and worrying time while their baby is in hospital. As maternity leave and pay starts from the time that the baby is born, many parents need extra time to spend with their child in hospital, and to recognise this and to provide additional paid leave, birth mothers and their nominated carer will be able to claim one additional week on full pay for each week that their premature baby spends in hospital before the expected due date, or until the hospital discharge, whichever is earlier. The paid leave is added to the end of the normal maternity leave period or to the end of the nominated carers leave.

3.7 IVF / Fertility Treatment

It is recognised that employees who are undergoing fertility or IVF treatment are likely to need time off to attend appointments. To support prospective mothers or nominated carers, an additional 3 days paid leave per rolling calendar year will be given which may be taken in either half or full days to attend these appointments.

Any additional leave required may be taken as annual leave, unpaid leave or with the agreement of the line manager the time may be made up at a later date.

3.8 Ordinary Parental Leave

Parents or nominated carers can take up to 18 weeks of unpaid leave for each child once they have completed one year's service. This can be used up to the child's 18th birthday.

The leave must be taken in a block of one week (unless the child is disabled), up to a maximum of a 4 weeks in a leave year.

3.9 Parental Bereavement Leave

In the sad event of the death of a child under the age of 18, parental bereavement leave of up to two weeks paid leave can be taken, this may be taken flexibly to suit the needs of the parent and can be taken as two separate weeks or in one continuous period of leave. Leave can be taken within 56 weeks of the date of bereavement. Parental bereavement leave can be taken in addition to any special leave that may be given.

Parental bereavement leave can be granted to employees who have at least 26 weeks of service with the council before the week of bereavement and who are :

- birth parent (regardless of gender)
- and adoptive parent (regardless of gender) if the child was living with them
- a person who lived with the child and had responsibility for them, for at least four weeks before they died

- 'intended parent'-due to become the legal parent through surrogacy (regardless of gender).
- partner of the child's parent, if they live with the child and the child's parent (regardless of gender) in an enduring family relationship.

4 Returning to Work

4.1 On the return from parental leave, employees will return to their substantive job unless during the period of absence it has been affected by a restructure. If this has occurred, and if there is a broadly similar role in a new structure then the employee would have been assimilated to the new role. If the substantive role has been made redundant employees who are absent or returning from parental leave and have been placed on the redeployment register will be given priority over other affected redeployees for a suitable alternative role.

4.2 Annual leave will accrue during maternity or adoption leave (both paid and unpaid). However, annual leave will not accrue where additional unpaid leave has been agreed in excess of 51 weeks after the week in which the baby is born or a child is placed with the adoptive parents. The annual leave may be taken at the end of the period of the period of paid & unpaid maternity or adoption leave as days or weeks or it may be used to facilitate a phased return to work. Employees must discuss their intention with their line manager and any request for leave must be agreed in advance. Public holidays which occur during maternity or adoption leave cannot be added to the end of the maternity or adoption leave period.

4.3 If the employee is not well enough to return to work following maternity leave or adoption leave, the normal sickness absence policy should be followed. The line manager will need to be informed on the first and fourth day of absence and a fit note submitted after seven days. Sickness taken at the end of the parental leave period will be counted towards sickness trigger levels.

4.4 Line managers are responsible for arranging a "return to work" induction for the returning employee to bring them up to date with changes to processes and/or procedures and to let them know of any colleagues who have left or joined the team during the time their absence. It can be daunting to return to the work environment after a period of extended absence and the employee may need reassuring that support will be available, they may also be concerned about leaving their child and a phased return may be beneficial for them in order to allow them to make the transition.

4.6 Employees who are returning to work following a miscarriage or the death of a child will need to be supported and treated sympathetically.

4.7 Consideration will be given to approve a further period of unpaid leave (up to 52 weeks) in exceptional circumstances. In this circumstance this period of leave will be classed as Special Unpaid Leave and must be claimed using the Special Leave form on the Intranet. No annual leave will accrue during this period. The Council cannot guarantee the right to return to the employee's original job if any extension of maternity leave is taken.

Temporary and Fixed Term Employees

4.8 If an employee is employed on a temporary contract (which also includes fixed term contracts) which is due to end during their parental leave and it is not renewed, this is considered as a dismissal.

If the contract would have been renewed, but for the pregnancy then dismissal would be pregnancy related which would be direct discrimination, however, if the contract would not have been renewed regardless of the pregnancy or adoption leave, a discussion should be held with the pregnant employee to discuss the reasons for the decision not to renew. A temporary employee with over 51 weeks continuous service with Haringey whose contract ends, should wherever possible, be redeployed into a suitable alternative post. The Organisational Change policy gives further details.

4.9 The eligibility of temporary employees for statutory maternity pay (SMP) is dependent on the date of the ending and non-renewal of the contract. For example:

- If the contract ends and isn't renewed before the 15th week before the expected week of birth then there is no eligibility for SMP
- If the contract ends and isn't renewed during the 15th week before the expected week of birth and the employee worked during that week, they remain eligible for SMP
- If the contract ends and isn't renewed after the 15th week before the expected week of birth they remain eligible for SMP

Organisational Change During Family Leave

4.10 If, during a period of an employee's parental leave, a reorganisation of the team or section is being undertaken, the employee must be kept fully informed of the restructure and receive the same documents which are made available to those affected by the proposed change. These must be posted to the employee's home address or via personal email so that they receive the same information as close a time as reasonably possible as their colleagues. Any employee who is absent due to extended parental leave must be afforded the same opportunity as other to comment on the proposals.

4.11 If the employees substantive post is affected and a redundancy situation occurs, in line with Regulation 10 of the Maternity and Parental Leave Regulations 1999 the Council has a statutory obligation to offer an "at risk" employee who is absent due to maternity leave, adoption leave or shared parental leave at the start of consultation, any suitable alternative vacancy that exists within the new structure.

In these circumstances, as part of the consultation period, the staff member on maternity leave will be offered a suitable role of equivalent terms and conditions (if available) within the new structure and will not need to submit an application or undergo a competitive interview process. Although they have a priority right to such a post, they will still be considered as part of the overall selection process. Further details relating to reorganisations can be found in the Change Management Policy.

5 Not Returning to Work

5.1 If, following a period of maternity or adoption leave, the employee decides not to return to work, an element of the enhanced maternity / adoption pay must be repaid, for details of this see the Parental Leave Practice Notes. However, if the employee returns to work for at least 3 months there is no requirement to repay maternity / adoption pay. Part time working, absence on a phased return, annual leave, public and privilege holidays, or sickness at full or half pay count towards the return period.

5.2 In the event that the employee decides to resign from the Council to take up continuous employment with another Council or with another public sector employer (identified on the Redundancy Modification Order) during the course of the maternity / adoption leave, there will be no requirement to repay any pay received.

6 Roles and Responsibilities

Further details can be found in the Parental Leave Practice Notes.

6.1 Employees

- Must notify their line manager, in writing, at the appropriate time, of their intention to take each type of parental leave by completing the relevant claim forms outlined in the Parental Leave Practice Notes.
- Pregnant employees must provide their line manager with a copy of the MatB1 form as soon as practicable.
- Employees intending to take adoption leave must provide written notification and a copy of the Matching Certificate once the match is confirmed.
- Employees intending to return from maternity leave must provide written notice of their intended date of return at least 21 days before if returning on same hours. If returning on reduced hours, a discussion about their options must be arranged with their line manager. Options may include a phased return, taking annual leave at the end of the maternity leave, amending their working hours to a compressed hour week or fortnight or permanently reducing their hours of work. Leave can be extended by taking annual leave from the intended date of return
- Employees returning from adoption leave must give written notice of their intention to return to their substantive job at least 21 days before the date of their return. A request to return on a working arrangement other than the substantive hours (these may be the same as outlined in the paragraph above) must first be discussed with the line manager and then written notice of their intention provided. Accrued annual leave may be claimed from the intended date of return.

6.2 Line Managers

- Maintain communication by agreeing dates for KIT or SPLIT days. The days may be used to enable the employee to attend meetings or training courses or to maintain contact with their work area. KIT days may be taken in blocks or in single days (attending for part of a day would be counted as one full day). If attending a KIT or SPLIT day during a period of unpaid leave, pay for the day(s) of attendance will be on full pay. If attendance is during a period of full pay, additional pay will not be given.
- There are specific issues which affect pregnant employees, new mothers and mothers who are breastfeeding. To enable a safe working environment for these group, line managers will be required to undertake a risk assessment for the pregnant employee as soon as they are made aware of the pregnancy and to update it as necessary over the period of the parental leave. The outcome of the assessment should be discussed with the employee and if needed, temporary reasonable adjustments put in place to meet the specific needs identified.
- Be sympathetic to employees who may have experienced either a miscarriage or the death of a child. Allowing the employee time to adjust to the situation will be needed and a period of special leave or unpaid leave may be needed. During this transition, support is available from the Employee Assistance Programme or they can signpost to other sources of support, guidance or advice if needed.

6.3 Human Resources

- Provide advice and guidance on the implementation of this policy or on the operational implementation of the practice notes.
- Will confirm, in writing, receipt of documents giving the employee's intention to take parental leave or to return from parental leave.

7 Appendices

Appendix 1: Summary of Entitlements

8 Further Advice

Parental Leave Practice Notes

Change Management Policy & Practice Notes

Document Control

Key Information	
Title	<i>Parental Leave Policy</i>
Document Type	<i>Policy</i>
Document Status	<i>Final draft for review</i>
Author	<i>HR Employment & Reward Manager</i>
Owner	<i>Dan Paul, Chief People Officer</i>
Contact	
Approving body	<i>Staffing & Remuneration committee</i>
Date of Publication	
Date of Review	

Revision History			
Version	Date	Summary of Changes	Name
<i>0.11</i>	<i>11/1/22</i>	<i>Final draft – DP / KG comments</i>	<i>CE/KG</i>

Type of Leave	Qualifying Service	Entitlement
Maternity Option 1	Employed continuously for 1 year at the beginning of the 11th week before the expected week of birth	14 weeks full pay or 8 weeks full & 12 weeks half pay Entitled to Statutory Maternity Pay (SMP)
Maternity Option 2a)	One year's continuous Local Government service at start of 11th week before the expected week of birth AND 26 weeks continuous service with Haringey at the start of 15th week before the expected week of birth	6 weeks at 9/10ths of one weeks' pay plus 12 weeks at half pay Entitled to SMP
Maternity Option 2b)	One year's continuous Local Govt. service at start of 11th week before the expected week of birth BUT without 26 weeks continuous service with Haringey at the start of 15th week before the expected week of birth	6 weeks at 9/10ths of one weeks' pay, and 12 weeks half pay No entitlement to SMP
Maternity Option 3	Completed 26 weeks of continuous Haringey service by the end of the 15th week before the expected week of birth	6 weeks at 9/10ths of one weeks' pay plus 33 weeks SMP (Statutory Maternity Pay entitlement)
Maternity Option 4	Have less than 26 weeks continuous local government service by the end of the 15th week before the expected week of birth	No entitlement to SMP. Maybe eligible to claim Maternity allowance from DWP
Adoption Option 1	Employed continuously for 1 year at the beginning of the 11th week before the expected week of matching	14 weeks full pay or 8 weeks full & 12 weeks half pay Entitlement to Statutory Adoption Pay (SAP)
Adoption Option 2	Between 26 weeks - 1 year continuous Haringey service by the week of matching with the child	6 weeks at 9/10ths of one weeks' pay plus 33 weeks SAP (Statutory Adoption Pay)
Adoption Option 3	Less than 26 weeks Haringey Service ending with the week the individual is matched with a child	No entitlement to SAP. Entitlement to unpaid adoption leave
Nominated Carers Leave Option 1	26 weeks continuous service before the 15th week before either the expected week of birth, or week of matching	Two weeks full pay
Nominated Carers Leave Option 2	Less than 26 weeks continuous service before the 15th week before either the expected week of birth, or week of matching	5 days paid leave (Maternity Support Leave) plus one week unpaid leave
Ordinary Parental Leave	Employed continuously by Haringey for 1 year.	Up to 18 weeks unpaid leave per child. Leave may be taken in blocks of one week up to a maximum of 4 weeks in one year. If child is disabled leave can be taken in days.

Type of Leave	Qualifying Service	Entitlement
Shared Parental Leave Option 1	<p>If both parents want to share the Statutory Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP):</p> <ul style="list-style-type: none"> * Employed continuously by same employer for at least 26 weeks by the end of the 15th week before the expected week of birth <p>If the birth parent's partner wants to take the SPL and ShPP:</p> <ul style="list-style-type: none"> * The birth parent must have been working for at least 26 weeks of the 66 weeks before the expected week of birth (the 26 weeks do not need to be continuous) and * The nominated carer must have been employed continuously for at least 26 weeks by the end of the 15th week before the expected week of birth <p>If the birth parent wants to take the SPL and ShPP:</p> <ul style="list-style-type: none"> * The birth parent's partner must have been working for at for at least 26 weeks of the 66 weeks before the expected week of birth (the 26 weeks do not need to be continuous) and * The birth parent must have been employed continuously for at least 26 weeks by the end of the 15th week before the expected week of birth <p>NB: For adoption the service requirement is by the end of the week your child was placed with your family.</p>	<p>If you're eligible and you or your partner end maternity or adoption leave and pay (or Maternity Allowance) early, then you can:</p> <ul style="list-style-type: none"> • take the rest of the 52 weeks of maternity or adoption leave as Shared Parental Leave (SPL) • take the rest of the 39 weeks of maternity or adoption pay (or Maternity Allowance) as Statutory Shared Parental Pay (ShPP)
Shared Parental Leave Option 2	Less than 26 weeks continuous service by the end of the 15th week before the expected week of birth	No entitlement to Shared Parental Leave or Pay
Premature Baby Leave	No qualifying service	<p>For babies born at or before 37 weeks, both birth mothers and partners entitled to one additional week on full pay (as Special Leave) for every week their premature baby spends in hospital before the expected due date or until hospital discharge whichever is earliest.</p> <p>Leave claimed is added to end of normal maternity leave period or to the end of the nominated carers leave</p>
Parental Bereavement Leave	No qualifying service	Two weeks full pay (inclusive of statutory parental bereavement pay)

Type of Leave	Qualifying Service	Entitlement
IVF treatment	No qualifying service	Prospective pregnant employees and nominated carers can claim up to 3 days paid leave per rolling calendar year which may be taken in half days. Any additional leave may either be taken as annual leave, unpaid leave or with the agreement of the line manager, the time taken may be made up at a later date
Miscarriage - before 24 weeks of pregnancy		Each case will be specific to the parent concerned and will be considered as such. If sick leave is taken following the miscarriage it would be pregnancy related so would not impact on sickness monitoring triggers. Special leave can be granted by manager.

* Where statutory pay is paid it is included in full pay. It is paid in addition to half pay.

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Appendix 2

Organisational Change Policy

January 2022

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1 PURPOSE

- 1.1 The Council values its employees and is committed to providing long-term job security and managing the organisation in the best way possible to ensure stable and sustainable employment through effective planning to meet current and future needs, and through use of appropriate forms of contract.
- 1.2 No organisation is static in its organisational structure, and our workforce profile is constantly evolving to adapt to the needs of its business and to external factors.
- 1.3 The impact of change can vary, and in recognition of this, the council will take steps to engage and support employees, in consultation with recognised Trade Unions and other stakeholders, appropriately during any significant workplace change.
- 1.4 The purpose of this policy is to reflect this commitment and provide a framework for managing change effectively, fairly and consistently, through planning, consultation and communication and in accordance with established good practice and employment legislation.
- 1.5 This policy sets out the legal and organisational responsibilities that must be met when an organisational restructure is undertaken and how the redeployment process can help to secure new employment for those not placed in the new structure. The policy also gives details of the redundancy process for those unsuccessful in securing alternative employment at the end of their redeployment period.

2 SCOPE

- 2.1 This procedure applies to all Council employees including those on senior manager grades and those on fixed term contracts. It does not apply to employees appointed by schools operating under the Local Management of Schools, who have their own procedure.
- 2.2 The procedure will be varied for certain statutory officers to ensure compliance with local government law and conditions of service for Chief Executives and Chief Officers.

3 KEY PRINCIPLES

The key principles of the policy are those of:

- **Planning** –any organisational review should be planned with a benefits analysis carried out, and to consider the impact of any new structures, roles, processes or systems. This will also help managers identify the key outcomes of the change and ensure plans are aligned to wider Council objectives. Advice on the development of a case should involve Human Resources and Finance.

- **Clarity** – the aims of the restructure should be clear and communicated to the affected employee group and to the trade unions. There should be clear reasons given why the posts which have been identified as part of the restructure have been included.
- **Transparency** – a full and comprehensive information pack will be made available to each member of the affected employee group, including those who are absent due to sickness or family leave. The pack is to include the aims to be achieved, details of the new job descriptions and grades and details of the assimilation and/or ring fence arrangements.
- **Fairness** - Where redundancies are necessary, selection for redundancy is based on clear criteria that will be fairly applied. To have only one ring fence for those not assimilated to posts to enable people to apply for a vacancy of their choice. To enable those not placed in a new role to be considered for alternative jobs through redeployment and to provide an eighteen month period of pay protection to those who are redeployed to a lower graded post.
- **Consultation** – the Council recognised the benefit of early and meaningful consultation with employees and recognised trade unions when change is planned.
- **Support** – preparing employees by providing them with knowledge and support to handle change and that will enable them to move forward positively after the change is completed.

4 COLLECTIVE CONSULTATION

- 4.1 Where a collective agreement applies, consultation will be in accordance with the provisions required by Part IV of the *Trade Union and Labour relations (Consolidation) Act 1992 (TULR(C)A) 1992*. Consultation will be entered into as soon as is reasonably practicable.
- 4.2 The Council will inform the Department for Business, Energy and Industrial Strategy (BEIS) of any potential for redundancies of 20 or more employees within a period of 90 days or less.
- 4.3 In addition to the 30 day period of collective consultation required, the Council will consult through the management structures of the Council with individual members of employees whose positions are at risk of redundancy.

5 MANAGING MINOR CHANGE

- 5.1 It is recognised that in order to meet changing business needs more effectively there may be occasions where managers need to implement relatively minor changes to working practice, team structures, reporting line, job descriptions or job titles. Such changes may be implemented without following the formal procedures in this policy. Examples of minor

change include introduction of new technology, changes in duties within the remit of the posts, changes in reporting lines, or implementation of different working methods. A minor change would not lead to redundancy for an employee.

- 5.2 While formal consultation is not required, managers will normally discuss with employees about changes that have an impact on their work and to ask for views before implementation. A delegated authority form must be completed and sent to both the trade unions and to Finance for their comments. Changes may only be implemented once comments and agreement have been received.

6 MANAGING SIGNIFICANT CHANGE

Where significant change is needed, a seven-stage process is set out below. The need to restructure a team or business unit may be as a result of (this is not an exhaustive list:

- Closing a service
- Change in funding or financial pressures
- Change in legislation
- Advances in technology
- Change in working practice resulting in the need for different types of jobs or fewer jobs
- Other external pressures
- Re-organisation to meet business needs

Where reasonably practical, managers are required to consider ways in to minimise the number of redundancies. Mechanisms to minimise redundancies may include:

- a recruitment freeze within the relevant areas,
- reducing overtime,
- offering career breaks or other period of unpaid leave,
- agreeing to flexible retirement request(s),
- giving consideration to requests for voluntary redundancy,
- seeking to make saving from non-staff budgets,
- the redeployment and retraining of existing employees into other vacancies or
- a review of any existing agency workers and possible restrictions of the engagement of agency workers or consultants in the relevant areas.

The following steps must be taken when starting a restructure process.

6.1 Step 1 – Initial Discussions

Before anything can be done, there must be agreement to the restructure taking place. A business case must be produced to be discussed at a meeting with the HR Business Partner and with the relevant Head of Service. The business case should outline the rationale for the restructure, the number of posts to be affected and the financial provision for any changes. A draft

Delegated Authority form should be also completed (if the proposals affect up to 50 posts) which will provide these requirements.

Following the agreement, an informal meeting with the recognised trade union(s) should be arranged so that any concerns they may have can be answered before the full Information Pack is issued. Only when both meetings have been held can the restructure begin.

6.2 Step 2 - Define the Affected Employee Group – Posts “At Risk”

Before the consultation process starts, the manager supported by HR will identify those posts that will be at risk because of the organisational change. The employees in these posts will be put into a pool from which selection into the new structure will be made.

The Council will work with the trade unions to ensure redundancy pools are no bigger than they need to be, taking account of the scale and scope of changes and legal and contractual requirements.

The Council will ensure that its reasoning in relation to determining the pool is made known so that it can demonstrate the reasonableness of its decisions. Factors to consider may include the type of work that is ceasing or diminishing, the extent to which employees' are doing similar work and the extent to which employees' jobs are interchangeable.

Where there is only one employee in the affected job role there is no requirement for a selection pool.

The Council recognises its responsibility to ensure that no individual suffers discrimination or is disadvantaged due to a protected characteristic under the Equality Act 2010.

An equality analysis (EQIA) will be undertaken on the relevant group of employees who will be affected by the restructure. An equality analysis is a planning tool that enables the Council to build equality into the change management proposals and processes and take action where appropriate. A copy of the EQIA should normally be included as part of the Information Pack unless the size of the pool means that individual employee information can be identified.

Agency workers are not included when consideration is given to the employee pool of who will be affected.

In most cases, employees on fixed term contracts will be included in the at-risk pool as fixed term employees are to be treated the same as an equivalent permanent employee. However, in some circumstances it can be justified to exclude them from the pool where, for example, the fixed term employee was specifically recruited to complete a particular task or project, or to cover a peak period or period of family or other leave and this was made known to those employees when they were recruited.

Employees who are acting up or on secondment should be considered in the 'at risk' pool only where the changes impact their substantive role.

If the decision not to include someone in the group of affected employees, can be objectively justified it will be considered fair. The appeal process is detailed in Section 9.1 and this may be used in these circumstances.

6.3 Step 3 - Plan the re-organisation

Preparation is key to ensuring the success of the process. with a detailed plan including communication activities should be in place. In addition to producing an information pack outlining the proposals, consider the changes needed to existing jobs and re-write the job descriptions as necessary, or prepare new job descriptions for new posts to be created. Guidance on writing job descriptions is given on the HR pages of the intranet and ensure that enough time is factored into the process to allow the HR Reward team to undertake new evaluations where necessary. Further details of the process and a copy of the relevant forms can be found in the Organisational Change Practice Note.

The information pack given to affected employees (both those in work and those on long term sickness or planned family leave absence) and to the trade unions should have input from Human Resources and Finance and must contain the following information –

- Purpose and reason for the change
- The options which have been considered
- An indicative timetable for the consultation and implementation of the proposed change
- The proposal including current and proposed structure chart
- Any impact / changes to service
- The numbers, grades and descriptions of employees who are included in the restructure
- The numbers and descriptions of employees whom it is proposed to assimilate within the proposed structure
- The numbers and descriptions of employees whom it is proposed to dismiss as redundant
- The total number of employees of that description employed by the Council at that establishment, including agency workers
- The steps that will be taken to avoid redundancies
- Details of the jobs proposed in the new structure, including the new or updated job descriptions and the indicative grades or proposed grades if job evaluation is pending
- Proposed selection methods including proposals for assimilations
- Proposed method of dismissal, including redundancy calculations
- A minimum 30 day consultation period (unless all parties agree to a shorter timescale) must be allowed for employees and unions to consider the proposal and to respond
- Consider whether responses can be made in writing, through meetings with affected employees and trade union representatives or by any other method
- Support and training will be available to employees during consultation and during the transition phase of the change to ensure the benefits required by the change are achieved.
- Equality impact analysis of 'at risk' pool to be shared with both employees and Trade Unions if appropriate. Regard must be given to maintaining confidentiality of individual's personal data and if the pool is small enough to allow identification of an individual the data should not be shared.

6.4 Step 4 - Start formal consultation with the trade unions and employees

The timing and extent of consultation will be proportionate to the degree of proposed change, the number of employees affected and the impact on individuals. Consultation will take place with all employees who are potentially affected by the redundancy situation and not just those who are at direct risk of redundancy. Where it is not possible to hold a face-to-face meeting, the consultation process will be conducted remotely.

Employees who are absent from work (due to maternity, sickness or other leave) will be sent a copy of the information pack and should either be invited to attend consultation meetings or will be met with separately where this is more appropriate, in order that they can fully participate in the consultation process.

Consultation will continue for a period of no less than the statutory time scales:

- Where 20 – 99 redundancies are proposed, consultation will commence at least 30 days before the first dismissal takes place.
- Where 100 or more redundancies are proposed then consultation will commence at least 45 days before the first redundancy takes place.

In an individual redundancy scenario, or where less than 20 redundancies are proposed, consultation will start at least 30 days before any individual notice of redundancy is given. However, consultation may be for a shorter period dependent on the situation, for example, when the individual(s) affected requests that the consultation period be reduced.

In accordance with legislation and best practice the Council will ensure that meaningful and appropriate consultation with trade unions and employees affected by organisational change takes place. The purpose of consultation will be:

- to present proposals for change,
- to receive and where possible address any questions on the proposals and consultation documentation,
- to consider any comments or views expressed on the consultation documentation meaningfully, before determining any final decision to proceed.

Each employee whose role may be affected by the change will be invited to attend formal consultation meetings(s) during the consultation period. Depending on the scale of the change process, these may be held in a group meeting or in smaller meetings at a team level.

Individual consultation with all employees affected will be offered in addition to the collective consultation. Individuals will be offered the right to be accompanied by a Trade Union representative or workplace colleague.

Employees are deemed to be affected when their posts are placed in an “at risk pool” although other employees who may be affected by the change may wish to contribute to the consultation process.

Comments or queries received from affected employees or from trade union representatives during this period should be either responded to on an individual basis as soon as they are

received or a joint response covering all the points received can be issued to all affected employees and trade unions at the end of the consultation period.

6.5 Step 5 - Revise the proposals

At the end of the consultation period feedback will be considered. If the decision is made to proceed with organisational change, a final business case for change will be produced. It may be necessary to re-evaluate job descriptions if the draft versions have significantly changed. A final copy of the structure and proposals, confirmation of the posts “at risk”, details of the recruitment method and new job descriptions should be sent to each of the affected employee group and to the trade unions.

If the trade union fail to agree with the management decision based on the outcome of consultation, they have recourse to the agreed Council disputes process. In this circumstance, the part of the proposals being disputed cannot be actioned until after all stages of the process have been completed. After exhaustion of the process Management will advise its intentions.

Exceptionally, a change in the business case may result in new posts being placed “at risk”. In these circumstances, those employees will be formally informed and consultation will commence with those individuals. Due to this the overall organisational change timetable may be delayed to enable this to happen. These changes shall normally only arise from either

- counter proposals from staff/Trade Unions or
- a demonstrable change in the financial position which could not have been foreseen at the commencement of consultation

6.6 Step 6 – Begin selection process & redeployment process if needed

Implement selection process and initiate redeployment procedure. Further details of the selection process are given in Section 7.

In line with Regulation 10 of the Maternity and Parental Leave Regulations 1999 the Council has a statutory obligation to offer an “at risk” employee who is absent due to maternity leave, adoption leave or shared parental leave at the start of consultation, any suitable alternative vacancy that exists within the new structure.

In these circumstances, as part of the consultation period, the employee who is on parental leave will be offered a suitable role of equivalent terms and conditions (if available) within the new structure and will not need to submit an application or undergo a competitive interview process. Although they have a priority right to such a post, they will still be considered as part of the overall selection process.

6.7 Step 7 – Notify HR of details of redundancy notices to be issued

If the severance package is in excess of £100,000 (this includes all costs including any pension capital costs, pay in lieu of notice and outstanding annual leave) the decision about whether or not to agree payment rests with the Staffing & Remuneration Committee and a report must be sent outlining the details. Officers must not confirm the redundancy until the Committee decision is made. This is confirmed in the Council Pay Policy Statement.

For details of the full process, refer to the Organisational Change Practice Notes.

The Redundancy Panel (comprising the Chief People Officer and the Director for Finance) are able to agree severance packages under £100,000 without the need for Committee approval. The HR Employment & Reward team arrange for the details of the proposed redundancies to be sent to the Redundancy Panel for a decision on whether or not they can go ahead.

If the panel agree, the notice letter is sent to the employee and their details passed to the HR Recruitment team for a suitable alternative job to be sourced as a redeployment opportunity. Further details of redeployment are given in the Organisational Change practice notes. Those people who have not secured a post in the new structure will receive a notice of redundancy dismissal.

A copy of the letter together with the relevant job description must also be sent to HR for inclusion on their personal file.

6.8 Step 8 – Confirm the appointments

Written notification of the outcome of the selection process must be sent to each person who has been selected for a job in the new structure. Sample letters which can be used are given in the Organisational Change Practice Notes. However, if all appointments will remain provisional if one or more of the employees who have been selected for redundancy lodges an appeal against the decision to dismiss them on the grounds of redundancy. Only when the appeal process has been concluded will the remaining appointments be finalised.

7 SELECTING FOR JOBS IN THE NEW STRUCTURE

- 7.1 The Council will identify how to select people for jobs in the new structure and must ensure that affected employees who are absent due to maternity or adoption leave are placed in accordance with the legal requirements. The methods to be used will be set out in the consultation process and may be a variety of methods as outlined below. If there is a need for redeployment, suitable alternative jobs will be sought at no more than one grade up or down from the individual's substantive role. Section 8 gives further details.
- 7.2 In certain circumstances the redundancy proposal may affect an employee or may consist of a proposal to make redundant all employees in one area (e.g. the closure of a department). In such a case it may not be appropriate to hold a selection process.

Appointments made in the process may be subject to the outcome of any successful appeals against redundancy.

a) Assimilation to New Roles

Assimilation to a new role will be used where -

- i) The new post(s) is (are) substantially unchanged.
- ii) The number of post holders “at risk” is the same as or less than the number of posts in the new structure.

Proposals for assimilations must be included in the Information Pack and these may be reviewed at the end of the consultation period following any requests for voluntary redundancy (all requests are subject to the approval process as outlined in the Voluntary Redundancy Procedure), or in response to any comments received from the Trade Unions and / or employees.

Individuals are assimilated into the new role without the need for a selection or assessment process.

b) Inclusion in the Ring Fence and an Interview Process

All employees who are considered to be “at risk” as a result of the restructure and who have not been assimilated to a post, will be ring fenced within one ring fence to enable them to apply for any of the remaining posts in the structure.

Ringfenced employees can apply for one or more of the available jobs by completing and submitting the ‘Expressions of Interest’ form given in the Organisational Change Practice Notes.

Wherever possible, the employee at risk of redundancy will be asked to submit one expression of interview form and indicate the jobs they are interested in being considered for, in priority order. This may mean the form needs to cover the requirements of more than one job. The Council reserves the right to limit the number of job preferences depending on the size of organisational change.

Affected employees will have until a closing date to apply for the posts. Then shortlisting and interviews will take place to select the most suitable candidate and offers made to the new posts. The Council will try to minimise the number of interviews an individual will need to attend where multiple preferences have been given.

c) Management Assessment

This is generally done by a paper assessment and is most often used if the employee opts not to take part in the process or when other selection arrangements are impractical. If an employee is allocated to a job following management assessment, and they fail to accept the offer of employment by not signing a new contract, the contract may nevertheless be deemed to have been accepted by the employee performing to it.

d) Failure to co-operate with the selection process

At the end of the selection process the Council will consider whether there is still a vacant post in the new structure that the unsuccessful employee, or an employee who has chosen not to participate in the selection process, could be offered – a suitable alternative post. In the Council’s view, if an employee unreasonably refuses an offer of ‘suitable alternative’ employment they will be deemed to have resigned from Council employment and therefore forfeit the right to a redundancy payment.

The employee will be given the chance to raise concerns if they feel that the offer of suitable alternative employment made to them is not a suitable offer and a response to the concerns raised will be given in writing. This process is outlined in Section 8.2.

8 REDEPLOYMENT

8.1 Definitions of Redeployment

Redeployment is the process of finding suitable alternative employment for an employee at risk of redundancy or due to medical capability. An employee can be considered for redeployment in the following circumstances:

- When an employee's role becomes redundant in circumstances such as (not an exhaustive list) organisational restructure, end of contract, closing of site, end of funding.
- When the Council considers redeployment at its discretion e.g. breakdown of working relationships.
- When, by reason of disability and/or other medical reason, the individual is no longer able to continue in their current role, despite consideration of reasonable adjustments to that role

8.2 Principles of Redeployment including Pay Protection

A vacancy will only be considered a suitable alternative post if it is either at the same grade, at one grade up, or one grade down, from the redeployee's substantive grade.

Where a vacant post is a member appointment, and the individual is being redeployed to it from a post that isn't a member appointment (i.e. they have never had a member interview) then the redeployment is subject to approval by Staffing & Remuneration committee.

Full pay protection is in place for a period of 18 months to support those redeployed to a lower grade. If the employee volunteers to take a job at two or more grades down then pay protection at one grade down will be paid for 18 months. Full pay is defined as the employee's basic pay, plus any contractual allowances which were paid prior to the start of the organisational change. No increments or pay award will be paid until the pay protection ends or until the unprotected salary that the employee will move to exceeds the protected salary. In this circumstance the pay protection would end early.

Before a match is made the following criteria will be considered –

- The similarity of the vacancy to the current job
- The redeployees skills, abilities and personal circumstances
- The total pay and benefits of the job (pay protection is in place for 18 months if the job is at a lower grade to the substantive job)
- The hours and location of the job (this may include hybrid working location).

A redundancy payment will not be made if a redeployee unreasonably rejects a suitable alternative job which has been offered as part of the redeployment process.

If there is dispute as to whether the role is a suitable alternative, the employee's Head of Service should first meet with them to discuss the dispute. If there is no resolution following this discussion, the decision will be referred to the Head of Employment, Reward and Transformation (ERT) for a review. This decision can be appealed to the Chief People Officer, or his or her delegate, by the individual.

As disputes will need to be dealt with as quickly as possible, the process may be a paper process, but this does not stop the employee from accessing other formal procedures such as a grievance at any point during the dispute process. However, the grievance process may not be used to reopen or attempt to rerun a decision that has been made.

The Council is committed to maintaining employees in employment where this is consistent with its overall aims and statutory obligations and recognises the value of those employees on the redeployee list and the contributions they can make.

8.3 Medical or other redeployment

When, by reason of disability and/or other medical reason, the employee is unable to continue working in their substantive role, despite consideration of reasonable adjustments to that role, it may be necessary for a suitable alternative role to be sought. Redeployment in the redeployee pool will be sought for a three-month period and will not be limited to one grade up or down, but, as far as possible, the criteria outlined in paragraph 8.2 will be followed. Pay protection for 18 months will be given at one grade down including where the employee volunteers to take a job two grades or more down from their substantive grade.

Failure to find a suitable alternative role will not result in dismissal as a result of redundancy but could result in dismissal due to other reasons. Full details on redeployment due to medical reasons can be found in the Sickness Absence Management Guidelines.

In cases where working relationships have broken down, redeployment in the redeployee pool may be sought as an option. A three month period as a redeployee will be offered, the job search will not be limited to one grade up or down, but, as far as possible, the criteria outlined in paragraph 8.2 will be followed. Pay protection for 18 months will be given at one grade down including where the employee volunteers to take a job two grades or more down from their substantive grade.

8.4 Matching to a Suitable Alternative Role

The Recruitment Team will ensure redeployees receive details of vacancies to enable them to submit an application. Although the recruitment process will not be frozen, redeployees who meet

the essential criteria for the job will be seen before other internal and external candidates. If, following an interview, the redeployee is able to demonstrate that they meet all the essential criteria, the post must be offered to the most suitable redeployee, and an eight-week trial begins.

During their period of redeployment, redeployees are expected to also take responsibility to check the vacancy lists for other jobs that they feel would be a suitable match for their skills and experience and to apply as a redeployee.

Recruiting Managers should recognise the value of the redeployee workforce and respond positively to requests to consider redeployees for vacancies.

Redeployment opportunities will usually be restricted to posts at the same grade, a grade up or a grade down from the substantive role. Pay protection for 18 months will be provided at one grade down in the event of an individual accepting a post at a lower grade.

Where a permanent appointment cannot be found, then a suitable fixed-term opportunity may be offered if available.

Where appropriate the Council will provide reasonable relevant training and development for redeployees to support them in finding alternative employment or to get them to a satisfactory skill level for a specific post within a reasonable period of time.

A redeployee can take reasonable time off for job hunting, attending interviews and training during the formal notice period in order to seek new work. The time off must be agreed in advance by the line manager.

An employee stops being a redeployee when either they are redeployed and the trial period is satisfactorily passed or when they leave the Council's employment.

8.5 Trial Period & Reasonable Adjustments

Once an alternative vacancy is identified, the redeployee will be placed in the job for a trial period of up to 8 weeks. Depending on the nature and complexity of the job role and subject to the agreement of both the redeployee and the line manager it may be extended to a maximum of 12 weeks. The trial should be used to consider the redeployee's suitability for the post and training needs should be identified, and where possible met, and targets set as necessary. During the trial period the redeployee will be suspended from the redeployment pool. If the redeployee subsequently returns to the pool, they will be re-instated for the time remaining of their notice period (if any), and during this time, further searches for a redeployment opportunity will take place.

Where an employee at risk of redundancy undertakes a trial period in a new job and it becomes apparent during the trial period that the new job is unsuitable for the employee, the Council can offer an alternative. If the employee accepts this further offer, a new trial period will apply.

Reasonable adjustments may be required to enable redeployees with a disability to undertake the job. In the cases of redeployment due to medical grounds or disability, advice should be sought from the Council's Occupational Health provider on the suitability of the post and the adjustments

which may be needed, before the placement begins. If there are considerable adjustments which need to be put in place before it begins, it is a management decision about whether or not it is reasonable to do so.

If it is accepted by the Council that the alternative employment offered is not suitable for the employee they will be treated as having been dismissed by reason of redundancy on the date that their original job came to an end. In these circumstances, the employee will retain the right to a redundancy payment.

If there is dispute as to whether the trial period has been successful, the employee's Head of Service should first meet with them to discuss the dispute. If there is no resolution following this discussion, the decision will be referred to the Head of Employment, Reward and Transformation (ERT) for a review. This decision can be appealed to the Chief People Officer, or his or her delegate, by the individual.

8.6 Safeguarding

A suitable placement may be identified which requires either a Disclosure and Barring Service (DBS) check and / or clearance by another safeguarding authority. A DBS check will be applied at the time of the redeployee being identified as a suitable match. Consideration must be given to the job being adapted to enable the redeployee to begin the trial period. For example, the period until the DBS check is received could be used to undertake any training or induction, could be used for work shadowing and general familiarisation with the role.

If the DBS check is clear then the trial period can proceed, if it is not then the DBS policy should be followed and the offer of the trial period rescinded. If this is the case, the redeployee will return to the redeployment pool for the remainder of their notice period.

9 REDUNDANCY PROCESS

The Council exercises its discretion in relation to redundancy payments under the following:

- The Local government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006
- The Teachers (Compensation for Redundancy and Premature Retirement) Regulations 2015
- Local Government Pension Scheme Regulations 2013
- The Employment Rights Act 1996

A dismissal due to redundancy will only be made if an employee has not been placed into a job in the new structure and has been unsuccessful in securing a suitable alternative role via the redeployment process.

9.1 Appeal Process against Selection for Redundancy

If the employee wishes to appeal against the formal notice of redundancy dismissal they should appeal to the Employee Relations Manager in writing, within 10 working of receiving the written decision, stating the grounds for appeal. Appeals will be based only against the selection of an individual for redundancy, not against the decision to restructure.

The appeal will be conducted by a manager who is more senior to the one who made the initial decision and will be nominated by the Head of Employment, Transformation & Reward or their delegate. The appeal chair will be supported by a member of Human Resources.

The Manager hearing the appeal will invite the employee in writing to attend an appeal meeting, informing the employee of the entitlement to be accompanied by a work colleague or recognised trade union representative. All documents relevant to the appeal will be available to the reviewing manager, to the appellant, to their representative and to the manager who made the original decision. This will normally be within 10 calendar days

Appeals must be submitted on the Appeal form found in the Organisational Change Practice Notes. The employee must be specific about the grounds of appeal; these will effectively form the agenda for the hearing. Appeals may only be raised on the grounds of:

- Procedure - a failure to follow procedure had a material effect on the decision;
- Decision - the evidence did not support the conclusion reached or is inconsistent with other decisions within the Council;
- Bias/prejudice.

The decision will normally be confirmed in writing within 3 working days of the hearing.

The decision is final with no further right of appeal.

The decision of the Appeals Panel shall:

- a) confirm the original decision;
- b) revoke the original decision; or
- c) substitute a different decision.

During the appeal process all appointments to posts within the new structure will remain provisional until a final decision is reached. If the appeal is unsuccessful the appellant's redundancy notice will continue unaffected, if the appeal is successful, the selection process may be repeated subject to any recommendations made by the reviewing appeal manager.

9.2 Redundancy Pay

The amount of redundancy pay to be received will depend upon

- how long the employee has been continuously employed (up to a maximum of 20 years)
- their age
- their actual weekly pay

Further details of how pay is calculated is given in Appendix 1 and in the Organisational Change Practice Notes.

10 GENERAL INFORMATION

10.1 Awards of additional pensionable membership

The Council does not award added membership in cases of redundancy.

10.2 Redundancy - Multiple contracts

If an employee has two or more current contracts and is being made redundant from only one of them, the start date of this contract will be used as the start date for any redundancy calculations.

Where an employee has one contract at the point of leaving but in the past has had two overlapping contracts (with no break in service) the length of service can be counted from the first contract.

10.3 Trade Union Officials on full-time release

Trade Union officials on full-time release will be exempted from any selection process in a restructure for the duration of their term of office. At the end of their term of office if their substantive post has been deleted the individual will become supernumerary and be dealt with by whatever redeployment or redundancy process that prevails in the Council at that time. In these circumstances advice must be sought from the Chief People Officer.

11 FURTHER REFERENCES

Sickness Absence Policy & Management Guidelines

12 APPENDICES

Appendix 1: Redundancy pay calculation

DOCUMENT CONTROL

Key Information			
Title		Organisational Change Policy	
Document Status		Draft V5	
Author		Carole Engwell	
Owner		Dan Paul, Chief People Officer	
Contact			
Approving body & Date of Approval		Staffing & Remuneration Committee. Approved:	
Date of Publication		Date of publication	
Date of Review		Date of review	
Revision History			
Version	Date	Summary of Changes	Name
fnl	31/01/22	Final version	DP

Appendix 1: Calculation of Redundancy Pay

These terms will apply to all redundancies, whether on a voluntary or compulsory basis and will apply to those employed on a permanent or a fixed term contract. The entitlements will apply to all Council employees including school support staff in maintained schools who are eligible to join the Local Government Pension Scheme.

Redundancy Payments Less than 2 years Continuous Service

- No redundancy payment

More than 2 years Continuous Service

The calculation for redundancy pay will be based on:

- how long the employee has been continuously employed (maximum of 20 years)
- age
- weekly pay

Haringey's Redundancy Payment is calculated using a combination of the Statutory Redundancy Provision and Haringey's Discretionary Provisions as follows:

How a Statutory Redundancy Payment is calculated:

The payment will be use the employee's actual weekly rate of pay (rather than the statutory minimum) to calculate redundancy payments.

The Statutory number of weeks used to calculate a redundancy payment is shown below:-

- 0.5 week's pay for each complete year of service where the employee's age was under 22
- 1 week's pay for each complete year of service where the employee's age was 22 or above, but under 41
- 1.5 week's pay for each complete year of service where the employee's age was 41 or above

In addition to the statutory provision, the Council will pay

- 1 week's pay for each complete year of continuous local government service

The maximum number of years payable is limited to 20.

For a personal estimate please refer to the Redundancy Calculator on the Intranet.

Redundancy payments are based on continuous Local Government Service including employment covered by the Modification Order.

One complete week's absence without payment of National Insurance Contributions constitutes a break in service.

Service for the enhanced compensation payment is not covered by the Modification Order, but is employment defined by the LGPS regulations as either membership or qualifying service.

Non LGPS members who otherwise qualify for the scheme are also eligible. Only employees eligible to join the LGPS can qualify for the enhanced payment whether they join or not. The enhanced payment is calculated using the same rules on length of service and breaks in service as are applied to the statutory redundancy payment.

Changes in employment legislation or case law could affect the rights described.

Appendix 3

Menopause in the Workplace

February 2022

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1.0 Introduction

This policy does not form part of any contract of employment and we may amend it at any time.

The changing age of the UK's workforce means that between 75% and 80% of menopausal individuals are at work.

The Menopause is a natural cycle of life, although the transition is not always easy and these symptoms can adversely affect personal and working life quality.

Individuals can experience both physical and psychological effects of menopause. Some experience mild or no symptoms, whilst others can have severe symptoms that can be debilitating.

It may also negatively impact their lives and mental wellbeing, which can affect their experiences at work affecting sickness absence, productivity, and career development. Supporting women with symptoms may improve their experience at work.

Menopause should not be a taboo or 'hidden' subject. We want everyone to understand what menopause is and be able to talk about it openly. Research shows that most people are unwilling to discuss menopause-related health problems with their line manager or ask for support or any adjustments they may need.

2.0 Purpose & Scope

Haringey Council is committed to providing an inclusive and supportive working environment for everyone who works here and is intended to make a difference in enabling all employees, whether permanent, temporary or agency staff to achieve their full potential.

Any information you provide to us about your health will be processed in accordance with our Data Protection Policy. We recognise that such data is sensitive and will handle it in a confidential manner

This policy applies to all Council employees with the exception of teachers directly employed by the council and all staff appointed by schools operating under local management of schools, which have their own policy. The policy does not apply to agency workers or contractors working in the Council.

The policy is created to provide support for all employees, non-binary, transgender and intersex staff who are experiencing symptoms of menopause and help line managers and colleagues understand how they can support employees experiencing such symptoms.

This policy aims to:

- Create an environment where people feel confident enough to raise symptoms and ask for support and adjustments as detailed below.
- Increase managers and colleagues' awareness of menopause, and how it can impact employees, and encourage Managers to have open and supportive conversations.
- Promote a greater understanding of menopause, building a supportive and inclusive workplace.

3.0 Key Terms and Definitions

Pre-Menopausal: A time when some symptoms begin.

Peri-Menopause: is the phase leading up to menopause when the hormone balance starts to change and when individuals may begin to experience menopausal symptoms. For some this can start as early as their twenties or as late as their late forties.

Menopause: the point at which a person's oestrogen levels decline, and they stop having periods. Menopausal symptoms are typically experienced for several years so it's best described as a 'transition' rather than a one-off event.

Post-Menopause: is the time after menopause has occurred, starting when a person has not had a period for twelve consecutive months.

Appendix 1 provides more information about the four stages of menopause and the treatment options available.

3.1 Symptoms

It is important to note that not every person will notice every symptom or need help or support. However, 75% of individuals experience some symptoms and 25% of these symptoms could be classified as severe. Listed below are the physical and psychological symptoms of menopause, please note this list is not exhaustive:

- hot flushes
- night sweats
- difficulty sleeping
- mood changes, low moods, anxiety or panic attacks
- aches and pains including muscle and joint stiffness
- noticeable heartbeats
- feelings of depression
- struggling to remember things, concentrate and focus
- headaches including migraines
- fatigue
- skin irritation, dry eyes
- irregular or heavy periods, urinary problems

4.0 Roles and Responsibilities

4.1 Line Managers

- Familiarise themselves with this Policy and related information regarding menopause.
- Have open and frank discussions about menopause and how they can support their employees. Ensure they listen to the needs of each employee, ensuring confidentiality as appropriate. (see below *Appendix 2: Guideline for Management Conversations*).
- Ensure all team members are aware of the Menopause policy and where to find information and seek support.
- Complete a risk assessment (see link below) to ensure an employee's symptoms are not being exacerbated by their job.
- Agree on support and adjustments (see below *Appendix 3: Examples of Possible Support and Adjustments*).
- Record support and adjustments that have been agreed and actions to be implemented.
- Work together and regularly review with the employee to ensure that the right support is needed and make any necessary changes to the support.
- Discuss, if appropriate, a referral to Occupational Health or Employee Assistance Programme for further advice and support.
- For further advice and guidance contact Human Resources.

4.2 Employees / Colleagues

- Can research any information about the menopause themselves and become familiar with this Policy.
- Should try to be open and honest with their line manager. Work together to consider options and adjustments to support their working environment.
- Keep their line manager informed and take part in review meetings to ensure support remains appropriate.
- Being willing to help and support their colleagues.
- Understand any necessary adjustments their colleagues are receiving as a result of their menopausal symptoms.
- If they feel unable to discuss with their line manager, they can discuss with HR, another manager, or another appropriate person who can offer support.

4.3 Human Resources

- Offer guidance to managers on the interpretation of this Policy.
- Monitor and evaluate the effectiveness of this Policy.
- Listen and work with employees and staff network groups to support and drive change about the menopause.

4.4 Occupational Health (OH) & Employee Assistance Programme (EAP)

- OH to carry out a consultation with a view to providing guidance and support to the line manager and HR in recommending any support and adjustments that may be required.
- EAP to provide additional signposting where required.

4.5 Legislative Compliance

The Council's policy complies with the following legal compliance;

- Equality Act 2010, requires the employer to have due regard to the need to eliminate discrimination; to advance equality of opportunity and to foster good relations.
- Section 2 of the Health and Safety At Work Act 1974, which requires employers to ensure “the health and safety and welfare at work” of all employees;
- The Workplace (Health, Safety and Welfare) Regulations 1992, which place an overriding duty on employers to make workplaces suitable for the individual who work in them;
- The Management of Health and Safety Regulations 1999 require the employer to undertake a suitable and sufficient assessment of risks and take action to prevent risk exposure.

4.6 Public Sector Equality Duty

The Council understands its public sector equality duty which places its legal obligation on all public bodies to promote gender equality and eliminate unlawful discrimination, harassment and victimisation. To advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

5. References

This policy should be read in conjunction with the following policies and other supportive mechanisms as listed below: -

Council's Data Protection Policy

[HARINGEY COUNCIL DATA PROTECTION POLICY](#)

Council's Equal Opportunities Policy

[Equal Opportunities Policy](#)

Sickness Absence Monitoring Policy and Management Guide

Support and Adjustments (see Appx 3, as well as Sickness Monitoring Policy)

[Sickness Absence Monitoring Policy](#)

[Sickness Absence Management Guidelines](#)

Reasonable Adjustments & Access to Work (New -January 2022)

[Reasonable Adjustments and Access to Work Guidance \(PDF, 232KB\)](#)

Dignity at Work Policy

[Dignity at Work policy](#)

[Dignity at Work Policy Practice Notes](#)

Flexible Working Scheme

[Flexible Working Policy](#)

[Flexible Working Practice Notes](#)

Risk Assessment

[Risk Assessment Form](#)

Corporate Health and Safety and Wellbeing Policy

[Corporate Health, Safety and Wellbeing Policy](#)

Desk Risk Assessment

[Display Screen Equipment - Workstation Risk Assessment Form](#)

People at work (EAP) [People at work website \(external link\)](#)

Further information and contact details can be found on the intranet and from your manager

Occupational Health [PHC Healthcare Ltd \(external link\)](#)

Further information and contact details can be found on the intranet and from your manager

Sources of further advice

NHS Guide to menopause: <https://www.nhs.uk/Conditions/Menopause/>

British Menopause Society: <https://thebms.org.uk>

Talking menopause: www.talkingmenopause.co.uk

Menopause support: <https://menopausesupport.co.uk>

Menopause matters: <https://www.menopausematters.co.uk/>

NICE Menopause: <https://www.nice.org.uk/guidance/ng23>

Menopause Exchange: <https://www.menopause-exchange.co.uk/>

Henpecked: <https://www.menopause-exchange.co.uk/>

Staff and managers may also find the following external sources of information useful:

CIPD menopause guidance for managers:

<https://www.cipd.co.uk/knowledge/culture/well-being>

Women's Health Concern (the patient arm of the British Menopause Society)

<https://www.womens-health-concern.org/>

Support for premature menopause:

<https://www.daisynetwork.org.uk/>

Menopause Café – 'gather to eat cake, drink tea and discuss menopause

<http://www.menopausecafe.net/>

The Menopause Exchange

<https://www.menopause-exchange.co.uk/>

The menopause matters

<https://www.menopausematters.co.uk/>

Appendix 1: The Four Stages of Menopause

What is Menopause?

It's the ceasing of menstruation. There are four stages to the menopause.

Stage one is called the Pre-Menopausal. This is time when some symptoms begin.

- Cramps
- Anxiety
- Mood swings
- Irritability
- Nausea

Stage two is called Peri-Menopause. This is a time when the symptoms of the actual transition begin. The menstrual cycle starts to change.

- The symptoms tend to start a few years before the onset of menopause.
- This is when the levels of hormones produced from the ovaries fluctuates.

There are as many as 30 different symptoms that can occur, here are just a few;

- Hot flushes, causing blushing.
- Night sweats
- Mood swings
- Vaginal dryness and fluctuation of sexual desire
- Forgetfulness
- Trouble sleeping
- Tearful
- Fatigue
- Headaches
- Muscle and joint stiffness
- Weight gain palpitations

Stage three is called Menopause. This is the time when menstruation stops.

- Typically, this starts at about 45 years of age to 55years of age but can occur much earlier, sometimes naturally, sometimes from medical intervention.
- It's a natural part of the aging process.
- It can be caused by surgical or medical treatments, such as:
 - Hysterectomy, fertility treatment, endometriosis or hormone therapy as part of someone's transition to a true gender, can bring about menopause symptoms.
- The change can affect a person's physical and psychological health and wellbeing.

Stage four is called postmenopausal. This is the time when people are most at risk for certain conditions, here are a few;

- Osteoporosis
- Coronary artery diseases
- Urinary tract disease

What treatment options are there?

Not every person will need any assistance during the menopause. However, there are a variety of supports systems and treatments available.

- **Hormone Replacement Therapy (HRT).** It replaces oestrogen and progesterone that your body no longer produces. There are a number of different types of HRT that can be prescribed and can be taken in different forms such as tablets, gel or patches.
- **Alternative medications.** Anti-depressants or other medication to ease the symptoms of depression and headaches, and hot sweats.
- **Natural treatments.** There are a number of natural health stores and products available.
- **Healthier lifestyle.** Eating a balanced diet, exercise, reducing or stopping smoking and drinking alcohol can all aid the changes the body is undergoing and can even assist with sleeplessness and stress and anxiety.
- **Self-help alternatives.** Using available assistance such as mindfulness and relaxation techniques, walking, swimming, cycling or any other activity. Workplace lunchtime walking groups and cycling groups can be very useful as staff can then meet and support other staff that may be going through the same issues.

Other self-help measures

- Consulting with a GP on the management of the menopause and to ensure that any symptoms are not due to any other causes
- Having access to natural light
- Getting adequate rest and relaxation
- Wearing natural fibres
- Eating healthily and regularly – research has shown that a balanced diet can help alleviate some symptoms and help keep bones healthy
- Drinking plenty of water – some women find chilled water helpful
- Exercising regularly – exercise can help to reduce hot flushes and improve sleep. It can also help boost mood and maintain strong bones
- Not smoking
- Be aware of caffeine and alcohol intake

Appendix 2: Manager Guidance for Colleague Discussions

We recognise that everyone has different experiences of menopause and these guidelines set out some ideas about how to discuss menopause with staff members.

Flexibility should be exercised in approaching the topic of menopause; as a manager, being flexible in how adjustments are implemented and reviewed will make a positive difference to how your staff feel supported and valued. The important thing is to listen to what the individual is telling you and not to make assumptions about what they may, or may not, need.

If an employee wishes to speak about their symptoms, talk about how they are feeling, or if a colleague wishes to speak about a family member and the impact this is having on them in the workplace, it is recommended that you: -

- Speak calmly and maintain good eye contact.
- Show empathy and understanding.
- Allow adequate time to have the conversation and ensure it is at an appropriate location, or if happening remotely, that it is a confidential setting.
- Avoid interruptions – whether you're meeting in person or remotely, make sure that phones are switched off or on silent and that you can't easily be disturbed.
- Try not to feel embarrassed or awkward by the subject matter
- Keep in mind that the employee might be embarrassed to discuss a personal matter with their manager, and they may be worrying about the implications for their career. Menopause may affect performance, but it's not a performance issue.
- Ask simple, open, non-judgmental questions that will help you to understand more about the situation so that you are better placed to discuss appropriate solutions.
- Encourage them to speak openly and honestly
- Listen actively and carefully: encourage the employee to talk, giving them the time to explain the situation in their own words. Be patient – this may be difficult (even distressing) for the employee and you should be prepared for possible silences.
- Be sensitive towards the employee
- Suggest practical ways in which they can be supported
- Agree on actions and/or support and adjustments and how to implement them. If equipment is to be ordered, arrange this
- Keep a confidential record of the meeting, so that all parties agree on what has been discussed and the next steps.
- Agree if other members of the team should be informed and by whom
- Ensure that time is allowed for follow-up meetings and reviews

It is important to remember that not all employees want to discuss this health matter with their manager and similar symptoms may be caused by something else.

Appendix 3: Examples of Possible Support and Adjustments

The Council's Flexible Working Policy should be considered, along with the requirements of the role, when thinking about what supportive mechanisms can be put in place for employees experiencing menopausal symptoms, along with practical interventions such as:

Hot Flushes

- Ability to control temperature for their work area, such as a fan on their desk or moving near a window, or away from heating
- Have access to a restroom for breaks if their work involves extended periods of standing or sitting, or a quiet area if they need to manage a severe hot flush
- Easy access to drinking water.
- Adapt uniforms to improve comfort

Heavy/light Periods

- Have permanent access to washroom facilities
- Ensure storage space is available for a change of clothing.
- Allow someone to temporarily work from home if they have very heavy bleeding
- Make it easy to request extra uniforms if needed
- Be prepared that an employee may need to go home unexpectedly

Difficulty Sleeping / Night Sweats

- Agree that someone can work from home on an ad-hoc basis if they had a difficult night of symptoms.
- Recognise that someone may need to start work later if they've had a difficult night or take more short-term absence if symptoms persist.
- Consider a change to shift patterns or the ability to swap shifts temporarily.

Headaches

- Have ease of access to fresh drinking water to stay hydrated and take medication
- Offer a quiet space to work
- Noise-reducing earphones for open-plan offices

Muscular aches, and bone and joint pain

- Make any necessary temporary adjustments through review of risk assessments and work schedules
- Allow to move around, or stay mobile if that helps

Panic Attacks

- Agree time out from others, when required, without needing to ask for permission

- Be able to have time away from their work to undertake relaxation techniques or undertake mindfulness activities, or go for a walk

Low Mood

- Time out from others, when required, without needing to ask for permission
- Identify a buddy for the colleague to talk to outside of work
- Identify a 'time out space' to be able to go to
- Remember to discuss the services of EAP

Loss of Confidence

- Ensure there are regular personal development discussions
- Have regular time with their manager to discuss any issues
- Remember to discuss the services of EAP

Alternatively, both employer and individual might discuss and agree other changes such as:

- Changing certain duties in their role
- Moving to a more suitable role in the circumstances
- Reviewing or reducing working hours for a short or sustained period.
- Switching to a job share

Document Control

Approval Status	Draft / Final
Version History	1 st draft – MG 2 nd draft – KG 3 rd draft – MG 4 th draft – AI placed on template 5 th draft – AI incorporated comments 6 th 7 th – incorporated legal & trade union comments
Summary of Change	
Contact (job title)	
Implementation date	
Review Date	
EqIA Date	
Decision making body & date of approval	
Classification	

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