




Haringey Council

Report for:	Staffing & Remuneration Committee	Item Number:	
Title:	Workforce Plan, MTFs, Corporate Plan – Employee Implications		
Report Authorised by:	Jacquie McGeachie – Assistant Director, Human Resources and SSC 		
Lead Officer:	Amanda Mays – Interim Head of Workforce Development		
Ward(s) affected:	None	Report for Key/Non Key Decisions:	Non Key

1. Describe the issue under consideration

- 1.1. The report 'The Workforce Plan – Implications for Employees' was presented to the Staffing and Remuneration Committee on the 16th December 2014. The report included an approach to staff consultation in relation to the headcount implications in the Medium Term Financial Strategy (MTFS).
- 1.2. This paper summarises the feedback from the Trade Unions to the Consultation Paper and the Council's response. The original Consultation Letter can be seen at Appendix A.

2. Background Information

- 2.1. The construction of the Corporate Plan and MTFs clearly indicates a phased approach to the headcount reductions over a three year period and it is important that the Council adopts a consistent, equitable, and transparent approach to its decision making and processes in relation to this matter.
- 2.2. There were two parts to the consultation process.



2.2.1. Part One

The Assistant Director Human Resources opened a strategic consultation with the trade unions on an organisation wide approach of the potential headcount implications arising out of the MTFs. This part of the consultation included:

- Purpose and reason for the proposal;
- How the organisation will avoid redundancies;
- How the organisation will reduce the number of dismissals, by demonstrating commitment to development opportunities, up-skilling and redeployment;
- Proposed selection methods;
- Proposed method of dismissal, including redundancy calculations.

It also confirmed that the Council would seek volunteers for redundancy as a means to mitigating the need for compulsory redundancies.

This part of the consultation ran from the 17th December 2014 and ended on the 16th February 2015.

This part of the consultation did not cover the service specific details of when the agreed proposals will be implemented. This is subject to consultation at Service Level in line with normal practice as outlined in the Restructure Policy.

2.2.2 Part Two

As detailed in the Restructure Policy Assistant Directors will consult with staff and their representatives on the specific implications for their service, including the actual posts proposed for deletion, the detail of the service review or restructure, the rationale, choice of selection methods (including ring fences) and the timeline, when appropriate.

To ensure legal compliance is maintained the Assistant Director Human Resources will monitor the consultations and number of proposed redundancies across the whole Council.

3. Recommendations

3.1. For the Committee to:

- a) note the content of this report.



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4. Trade Union Feedback

4.1 The original consultation letter issued to the Trade Unions can be seen at Appendix A. Appendix B contains the full feedback received from UNISON and Appendix C contains the full feedback provided by the NUT. The following sections summarise the key issues arising from the trade union responses.

4.2 Policies – It is agreed that all current Council HR policies apply except where amendments are agreed following due process and authorised at the Staffing and Remuneration Committee. The feedback and proposals have highlighted that amendments to the Council’s Restructure Policy and Redeployment Policy are required. The VR Procedure also requires updating due to changes in job titles and the process of decision making. These policies will also be submitted at the Staffing and Remuneration Committee on the 29 June 2015. The policy reviews will include the following items - assimilation, assessment, ring fences, selection methods and appeal against redundancy. The Trade Union have requested more resource in redeployment activity and the HR team have requested additional funding to facilitate this through the My Career process.

4.3 Voluntary Redundancy (VR) – The Council wide VR campaign was welcomed by the Trade Unions. VRs will continue to be offered as part of ongoing restructures. A ‘bump’ register will be established to record details of employees who wish to leave the Council on redundancy terms but whose own jobs are unaffected. This will be regularly reviewed as part of the My Career process. Full equality monitoring, including grade, will be carried out throughout the VR campaign.

4.4 Compulsory Redundancy (CR) – The NUT raised concern at the possibility of CRs and confirmed they would consider balloting for Industrial Action if the Council pursued this option. The Council will take a number of steps to minimise the need for compulsory redundancy, for example redeploying employees into posts currently filled by agency workers and carrying out a Council wide voluntary redundancy options exercise. The three year plan allows the Council to take advantage of knowing where posts are marked for deletion and time to work with employees on their career aspirations. The skills development programme will clearly set out what a number of upskilling requirements and opportunities for staff to participate, for example commercial and commissioning skills and stronger management and leadership capability as well as life skills. However despite all this proactive work there can be no guarantee that all CRs will be avoided in delivering the Corporate Plan and MTFS.

4.5 Redundancy Terms – It was confirmed to the Trade Unions that there are no current plans to amend the redundancy terms. The terms will be subject to normal processes regarding consultation if proposals are made to amend the terms are made.

4.6 Jobs to be advertised externally – The Trade Unions have requested that they are informed about and agree to posts being advertised externally. This is not within the Recruitment Policy and therefore until changes to that Policy are agreed the Council reserves the right to continue to advertise posts externally without seeking



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Trade Union agreement. The Council is keen to redeploy employees within the Council and to minimise the number of posts that are filled externally. The My Career process will be a key feature in this in terms of maintaining a Council overview of vacancies and knowledge of who is in, or soon to be in the Redeployment Pool.

4.7 Skills Development – The Council values the opportunity to continue working with the Trade unions on skills development, including lifelong learning. These offers do extend to the Haringey Council staff that have been seconded to Homes for Haringey. The Workforce Plan does not currently cover staff employed in schools.

4.8 Apprentices – The Council is committed to increasing the number and types of apprentices employed and confirms that the employment of apprentices will not be to substitute for workers who are being made redundant. The Apprentice Framework will also offer opportunities to our existing employees, for example skills and qualifications in Customer Service and Health and Social Care. Apprentices will be employed in areas where the Service is happy to accommodate apprentices relating to an appropriate framework. The framework is a definition of the requirements for an Apprenticeship Programme and includes details of the qualifications needed to be completed, the key skills targets, and any other requirements of the apprenticeship. Each framework includes information on job roles, entry routes, length of the apprenticeships and career paths available upon completion.

4.9 Development Moves – It is confirmed that the current Recruitment Policy will be complied with. The My Career process will include a review of all posts covered by agency workers, interims or consultants when looking at redeployment opportunities.

4.10 Agency Workers - The Council operates in accordance with the Consultant's Policy and in addition has recently introduced a 'Gateway' process. This process requires hiring managers to provide a clear business case and to seek authorisation by completing and submitting the business case before a contract can be offered. This data provided forms the basis of the quarterly Consultants Report to Members, which is also shared at the Corporate HR/TU meetings. This ensures that there are controls in place to monitor the use of consultants and interims in the Council. As stated earlier the posts that agency workers, consultants or interims are employed against will also be regularly reviewed by the My Career process and redeployments will be considered against these posts. Whilst the Council is keen to avoid an over reliance on the use of consultants and interims the current employment market is proving challenging. Examples of where posts are advertised two or three times with no suitable applicants is becoming increasingly common place and this is evidenced by recent roles advertised in Adults, Children's as well as in our support services such as HR. This is an area that will be monitored closely.

4.11 Equality and Inclusion – The Council will continue to provide an overview of the impact of the Corporate Plan and MTFs at an overall Council view as well as providing EQIAs for each restructure / change to service. It is the intention to take proportionate action to mitigate the impact on minority groups. The Equality Audit, commissioned by



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the AD Human Resources will also help identify ways in which the Council can develop a robust action plan in this area.

4.12 Modern Reward Strategy – Since the close of consultation, further meetings have taken place with Trade Union colleagues to better understand that which the Trade Unions would hope to secure from the Modern Reward Strategy. Also to begin to understand how the process can best be managed to avoid the potential negative effect that has been highlighted by the Trade Unions. Whilst it is recognised that the timeline set is challenging and that a considerable amount of work will need to be completed, the timeline itself should be achievable and the degree of joint working that is envisaged with Trade Union colleagues will permit a clear understanding of the issues and how best to resolve differences between us. The concerns expressed about “job families” are understood and the Council will be working with Trade Union colleagues to ensure that there are no misunderstandings. In terms of the flexibility highlighted, it can be confirmed that there is no intention to circumvent the current consultation arrangements. Similarly, discussions will take place to consider suggested changes to existing policies and these matters will be discussed with Trade Union colleagues.

4.13 Workforce Compliance – It is confirmed that no changes will be made to any policies without consultation and approval by the relevant committee.

4.14 Delivery Plan – The Workforce Delivery plan will be amended to include ongoing involvement with the Trade Union.

5. Comments of the Chief Finance Officer & Financial Implications

The Chief Finance Officer has been consulted on the contents of this report and has no additional comments to make.

6. Comments of the Head of Legal Services and Legal Implications

Section 149 of the Equality Act 2010 requires the Council to evaluate the extent of adverse impact of restructures or changes of service on groups of employees and service users sharing protected characteristics such as race, disability and gender. It must consider whether there are any means but which the adverse impact may be mitigated. This duty does not require the Council to take disproportionate action to mitigate adverse impact. Ultimately it is for the Council to decide what weight should be given to the equality implications in the light of all the relevant factors when exercising its functions.

7. Equalities and Community Cohesion Comments

Please see paragraph 4.11 above for comments on equality impact.



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8. Head of Procurement Comments

Not applicable

9. Policy Implication

9.1. Three policies will be amended following this process – the Restructure Policy, the Redeployment Policy and the Voluntary Redundancy Procedure.

10. Use of Appendices

Appendix A – Workforce Plan Consultation letter

Appendix B - UNISON response to the Workforce Plan Consultation

Appendix C – NUT response to the Workforce Plan Consultation

11. Local Government (Access to Information) Act 1985



Workforce Plan Consultation Letter

17 December 2014

Dear Sean

I am writing to provide you with details of our proposals to deliver the significant headcount changes arising from the Corporate Plan and Medium Term Financial Strategy (MTFS). This letter opens the formal consultation on the proposals and is therefore open to comment. This consultation paper includes the high level headcount proposals; the measures for minimising the need for redundancies, selection criteria, details of the severance terms and an outline policy on helping redundant employees obtain training or search for alternative work. There will in addition be a need for consultation arrangements at each service level and this is also described.

1. Introduction

The Corporate Plan sets out an ambitious agenda and one which will require substantial change in delivering it. The Council will be smaller than it is now and we will need a different skills set in a number of areas. The construct of the Corporate Plan and MTFS clearly indicates a phased approach to the headcount implications over a three year period, from April 2015 to March 2018, and it is important that the Council adopts a consistent, equitable, and transparent approach to its decision making and processes in relation to this matter. Our Workforce Plan is about making sure Haringey has the right people in the right posts to deliver the best services on behalf of local people. For your information a full copy of the draft Workforce Plan can be seen at Appendix A.

2. Strategic consultation arrangements

The consultation period will commence on 17th December 2014 and end on Monday 16th February 2015. The purpose of this is to allow you and your trade union colleagues to comment and to make proposals to mitigate the impact of changes on staff and the service.

I will be available to meet with you during this period. In addition any consultation feedback can be emailed directly to me.

Where there is a need to start consultation with staff prior to the 1 April 2015 the consultation arrangements, as contained within the current Restructure Policy, will apply.

I will consider the comments received at the end of the consultation period and will confirm the outcome to you.

3. Headcount Implications

3.1 The MTFS details the implications of the savings required on service delivery and on the Council's staff headcount. Detailed planning on headcount implications has been



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undertaken by each of the senior officers (and their teams) with responsibility for owning the priority outcomes within the Corporate Plan. The Priority Owners have reviewed the way current services are delivered and made recommendations to transform the way services are delivered in the future. In doing this, they have then considered the workforce requirements they will need to deliver their future services so that outcomes are achieved.

3.2 We have arrived at a forecast of the number of posts that will need to be deleted from the Council's establishment, of course subject to detailed consultation at local level. The numbers in each priority are likely to change in the coming months as we consult on the overall package for the three years; however the overall figures are likely to remain broadly similar. Equality impact assessments will be carried out for all initiatives where there is an impact on our headcount.

3.3 A summary of the headcount proposals is listed in the table below. Further detail of each Priority's set of objectives and delivery plan, including the financial implications, is contained within the 'Corporate Planning 2015-2018' Cabinet report presented on the 16th December 2014 and its associated appendices. In addition page 7 of the Workforce Plan (attached at Appendix 1) provides an overview of each priority area.

Area	2015/16		2016/17		2017/18		Total
	Savings	Investments	Savings	Investments	Savings	Investments	
Priority 1	56	0	78	0	30	0	164
Priority 2	88	0	166	0	29	0	283
Priority 3	1	1	1	0	8	0	9
Priority 4	1.5	5	0	0	9	0	5.5
Priority 5	0.5	0	2	0	9.5	0	12*
Enabling (BIP) Subject to IT Investment	42	0	16	0	17	0	75
Enabling (CST) Subject to IT Investment	52	0	32	0	1	0	85
Grand Total	241	6	295	0	103.5	0	633.5

* This figure does not include any implications for staff funded via HRA (Housing Revenue Account)

3.4 As at November 2014 the Council's headcount position is shown below, this excludes school based employees. The table highlights those who are employees of the Council



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on a mixture of permanent and temporary contracts. The workers who provide the flexible elements of our resource plans are included in the second part of the table.

Employees	Headcount	FTE
Permanent Contracts	2705	2399.64
Fixed and Temp Contracts	103	70.82
Teacher (permanent contract)	10	8.8
Total	2818	2479.26
Flexible Resource	Headcount	FTE
Casual Contracts 'as and when'	239	237.31
Agency Workers (average over last 12 months)	360	360
Total	599	597.31

3.5 The Council will take a number of steps to minimise the need for compulsory redundancy, for example redeploying employees into posts currently filled by agency workers and carrying out a Council wide voluntary redundancy options exercise. The three year plan allows the Council to take advantage of knowing where posts are marked for deletion and time to work with employees on their career aspirations. The Skills for the Future will clearly set out what a number of up skilling requirements and opportunities for staff to participate, for example commercial and commissioning skills and stronger management and leadership capability.

4 Measures for minimising or avoiding compulsory redundancies

4.1 As stated earlier it is our aim to mitigate the need for compulsory redundancies. We aim to do this in a number of ways.

4.2 Temporary / Fixed Term Contracts – As at November 2014 the Council employs 103 staff on temporary or fixed term contracts. As our staff voluntarily resign, retire or leave the Council we will consider how best to replace them. In some cases we will hold the vacancy and redistribute work however where there is a need to fill the post it is likely that we will recruit on temporary basis so that the contract can be terminated appropriately, which will provide flexibility. We will always consider the cessation of temporary or fixed term contracts in preference to making a long term member of staff redundant, however this will be carried out in line with our commitment to comply with the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (as amended).

4.3 Agency Workers – Our aim is to restructure the Council to meet the needs of the service without an over reliance on the need for agency workers. At the end of the three year plan the Council anticipates that the number of agency workers will be significantly reduced. We may in the short term increase the use of agency workers in preference to long term or temporary contract recruitment. This allows significantly more flexibility in the workforce. Agency workers may apply for internal vacancies, as permitted by the Agency Worker Regulations 2010. However substantive employees of Haringey Council will be considered for appointment, where they meet the required



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standard, in advance of agency workers and subject to this not being in breach of the Regulations.

4.4 Voluntary Redundancy (VR) – There will be an opportunity for employees to express a preference for VR. We would encourage anyone interested in voluntary redundancy to make an application. This may help us to redeploy staff into jobs who may otherwise be at risk of compulsory redundancy. As per the VR Procedure employees will not be granted VR if:

- If the employment of the employee is due to terminate through dismissal on the basis of conduct / capability / sickness / probation or similar reason.
- The removal of the key skills, knowledge or experience of the employee would impact substantially upon business performance.
- The employee has skills or capabilities known to be in short supply or that are known or are expected to be required within the near future for the new organisation.
- In addition VR may not normally be offered if the ratio of the sum of redundancy costs (redundancy payment, enhanced redundancy payment and capital cost of early release of pension) exceeds 70% of the sum of the costs of the retention of an employee (annual salary, other contractual allowances or payments, on costs). Should there be other significant benefits which would flow from the early termination of employment; an application may still be considered.

5 Selection criteria

Where a service is restructured or undergoing change the proposed recruitment methods to roles that will exist in the service going forward are detailed below.

5.1 Assimilation

Each post in the existing structure will be reviewed individually. Where there is a skills and substantive grade match to a post in the new structure, and the post has changed less than 25%, the current job holder will be assimilated into the role, however this only applies where the number of roles remains the same or has increased. All employees, even where they have been assimilated, will be required to go through the assessment process as detailed below; however this will be for development only.

The assessment process will focus on the key skills required in the new role and the process will also help identify development areas. No assimilated employee will be deselected as a result of the assessment process.

5.2 Open/Closed Ring fences

Ring fences will be considered for all roles in line with the Restructure Policy. Both open and closed ring fences will be applied.



5.3 Assessment

- 5.3.1 Assessment, by interview, will be used when there are open ring fences. It will also be used where closed ring fences have been defined and there are fewer posts than current employees and the new roles are broadly similar to the existing roles. All relevant employees will be invited to apply for a post in the new structure.
- 5.3.2 Interviews may be restricted to jobs & employees falling within a defined ring fence. Employees will be asked to complete the Restructure Application Form, to highlight how their skills and experience meet the requirements of the person specification, as read in light of the job description.
- 5.3.3 The information given on the application form will be used to provide a basis for the interview and could also be used for short listing purposes, if applicable. The interview panel should ideally be balanced in terms of sex and race and comprise at least 2 managers (one should be the manager of the post(s) being interviewed for and the other should be a more senior member of the section or a manager unconnected with the restructure).
- 5.3.4 Before an assessment interview takes place, the managers conducting the assessment will have created objective selection criteria and defined the standard which must be met. This may include weighting certain elements that are considered essential for the role based on the person specification. The final score will determine those who are successful in being offered a post in the new structure and those who will be referred to the Redeployment Pool.
- 5.3.5 All paperwork will be kept confidentially and securely by the line manager for a period of 6 months from the date of the implementation of the new structure.
- 5.3.6 Job Relevant Testing may be used alongside an interview. Tests which are used must be relevant to the job and be fair to all those taking the test. Tests which give additional information include in-tray exercises which can test the employee's ability to prioritise a range of work; they can also test the employee's written communication skills. Tests which assess specific knowledge which may be required in the new posts can also be used; these may include multiple choice type questions or straight text answer questions. This type of format can be useful in assessing existing knowledge or to help determine future development needs.
- 5.3.7 Presentations can also be used when the skill is relevant to the post. A restructure will mean a change in the way of working or in the work being done and asking employees to share their thoughts on how they will work in the new format can be useful in determining how far someone has understood the new role and way of working.

5.4 Jobs to be advertised

Jobs remaining unfilled in a selection process or when functions are changing or work is being organised in a different way and there are new posts which need to be filled



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will be initially advertised to the Redeployment Pool and then internally. Where it is considered that due to a specialist nature or skill that advertising internally is unlikely to find a suitable person external advertising will take place concurrently.

5.5 Appointment Principles

5.5.1 Unplaced employees will join the Council's Redeployment Pool and be supported in seeking an alternative role. We are committed to helping staff to develop their careers within Haringey. Once in the Redeployment Pool staff will be notified in advance of posts being advertised. They will also be told, wherever possible, some months in advance if their post is at risk of being deleted and this will give the employee an opportunity to learn new skills to be in a better position to find a new job. This may also include support in CV writing and interview skills.

5.5.2 Assimilated employees and those involved in a closed ring fence can still apply for other advertised roles.

5.5.3 Unplaced employees will be considered for placement to vacancies at their substantive grade, in preference to any other interested employee, providing they meet the essential criteria in the person specification as read in light of the job description. To be considered for placement unplaced employees must express an interest for the role and apply for it.

5.5.4 All appointments will be made at the end of the assessment process by the relevant Assistant Director supported by their HR Account Manager.

5.5.5 Where there is more than one equally suitable candidate for a role, following assessment, the decision to appoint will be made looking at previous performance appraisal data and the sick absence record, excluding any absences relating to disability or maternity.

5.5.6 Some appointments to advertised roles may be made on a temporary basis to support the transition to the new structure. This will be notified and discussed with any affected employee prior to them taking up their new appointment. At the end of the temporary role the employee will revert to their substantive grade, where applicable, and be redeployed at that grade.

5.5.7 Interim roles will not be included in the new structure and will only be retained where it is necessary to retain their skills to support the transformation being undertaken.

5.5.8 Where an employee is unplaced he or she will be able to appeal the decision to be made redundant. The draft process to be followed can be seen at Appendix B. This is subject to approval by the Staffing and Remuneration Committee and it is intended to be taken to that committee on the 30th March 2015.



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6 Details of the severance terms

The current Haringey Council's calculation for redundancy and pension benefits on redundancy can be seen at Appendix C. These terms will apply to all redundancies, whether on a voluntary or compulsory basis, unless and until the Council agrees otherwise.

7 Policy on helping redundant employees obtain training or search for alternative work.

We recognise that this will be a time of uncertainty and we will offer ongoing support, through dedicated communications and supporting workshops. We aim to ensure that staff who leave the Council will be ready to find alternative employment, confident that they have good career opportunities ahead.

The Haringey Academy will be offering opportunities for skills development to meet the future need for skills in the Council and for finding new roles externally. Some of the generic skills development areas include:

- Commissioning
- Commercial awareness
- Customer relationships
- Insight from data
- Prevention and early help
- Project and programme management
- Relationship management, including partnership

The Workforce Plan has an overarching view of the Council and the headcount implications. This enables the Council to address organisation wide opportunities, challenges and implications. As the Council knows where the headcount reductions are likely to be over the life of the three year plan it can work with individuals to review their career aspirations and development needs. Help with CV writing and interview skills may also be provided.

Further detail on the support that will be offered will be provided in the New Year.

8 Implementation of initiatives in Corporate Plan – service consultation arrangements

This consultation process does not preclude the need for services to consult with the trade unions and their employees on the specific detail of changes to their workforce. Services will provide in their individual consultation letter:

- reasons for the proposed redundancies
- numbers and descriptions of employees affected
- the total number of employees of any such description

Staff and union representatives will be given the opportunity to comment on the proposals during the consultation period prior to the changes being formally approved. The purpose of consultation is to allow unions and staff to make suggestions or proposals to mitigate the impact of changes on staff and therefore avoid redundancies.



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The following will be included in this consultation exercise and therefore not included in the individual letters:

- proposed method of selecting the employees who may be dismissed
- proposed method of carrying out the dismissals
- how redundancy payments will be calculated.

All services will run supporting workshops for their staff in a consultation exercise and individual one to one meetings will be available with line managers.

9. Further information

I enclose the following information:

- Appendix A – Workforce Plan
- Appendix B – Appeal process for Selection for Redundancy. This process will need to be approved by the Staffing and Remuneration Committee.
- Appendix C - Haringey Council – Redundancy Payments and Pension Benefits on Redundancy

I look forward to hearing your comments before the end of consultation on the 16th February 2015.

Regards

Jacquie McGeachie
Assistant Director, Human Resources

Copies to:

Sean Fox, Joint Branch Secretary & Employee Side Secretary
Gerard McGrath, Joint Branch Secretary, UNISON (Local Government Branch)
Chris Taylor, Asst Branch Secretary, UNISON
Paul Travers, Regional Officer, Unite the Union
George Sharkey (external) GMB Branch Secretary Officer
Niall O'Connor, Temporary Branch Secretary & National Executive, NUT
Joan McVittie, ASCL
James Lane, NASUWT

UNISON COMMENTS ON THE WORKFORCE PLAN (16 February 2015)

1 Introduction

These comments represent the position of UNISON. However, as Employee side Secretary I have received no additional feedback from UNITE or GMB. We are sharing our response with both Trade Unions and inviting them to endorse its principles, both in terms of the policy changes agreed in principle to date, and also in terms of the broader comments made.

UNISON remains angry and concerned at the level of cuts proposed over the next three year cycle. While we recognise that the Council is suffering a reduction in funding estimated at £70 million over the next three years, we believe the decision to set a three-year budget is wrong. In doing so, the Council is unequivocally accepting the austerity agenda of the Con-Dem government, and is accepting without question the notion that these savings can actually be delivered over the next three years. As this is a Council led by the party of the official opposition, we would hope for and expect more creativity and opposition rather than attacks on services for the elderly, the vulnerable and young people in our community. We find it impossible to reconcile this reality with the “better Haringey” rhetoric that is contained in both the Workforce Plan and the MTFS. While Haringey may be better for some in three years, it will not be better for those in most need of support in our community. It will also not be better for the estimated 633 staff who will potentially see their livelihoods lost. Many of these staff will find themselves in the benefits system. In the case of social care staff, many will be forced into roles at minimum wage levels and with zero hours contracts and poor terms and conditions. We have a right to expect better and so do they.

We are particularly concerned that the proposed cuts disproportionately affect staff who are black (BAME), who are disabled, and who are female. The council needs to work to minimise redundancies and to ensure that the diverse workforce, of which we have all been historically proud, does not become less diverse. The EQIA highlights the very real concerns in this regard.

We have had useful negotiations with management on the Workforce Plan during the consultation period, and we have reached agreement on a number of matters. These are noted within this response.

Trade union consultation letter

As a general principle, all current council policies should continue to apply, except where otherwise stated (and subject to agreement by Staffing and Remuneration Committee).

4.2 The jobs that are covered by agency workers should be regularly reviewed to see if any displaced employees could be appointed to them, even on a short-term basis. *Agreed 30/01/2015.*

4.3 We welcome the commitment to issue a general call for voluntary redundancy. Further comments on this are contained in the section on the workforce plan document below.

5.1 We do not agree to the proposal that employees will only be assimilated into a post in a new structure if the post has changed less than 25%. The wording in the current Restructure Policy should apply. *Agreed on 30/01/2015.*

The proposed assessment processes for assimilated staff should be termed “development assessments” and should take place after the selection process. *Agreed on 30/01/2015.* The principles of this could be



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broadly in line with support and development that is provided when existing council employees move to a different job.

5.2 As part of the discussion about ringfences, we have looked at cascading. We believe that we can reach agreement on this, and we are waiting for the wording of a proposed policy from management. Currently, employees who are not successful in one ringfence can be considered in the ringfence below, as long as this is not more than one grade below their substantive grade. Assuming we can reach agreement on the one grade up/down principle as explained in the comments on paragraph 5.5.3 below, then cascading will become voluntary anyway, as it will no longer be the case that anyone can be forced to go down a grade. We believe that an employee should only be allowed to cascade down to the next ringfence if this will not cause anyone who is already in that ringfence to be displaced.

Assessment periods have also been discussed as part of these negotiations. These are part of the Redeployment Procedure and there is a proposal to extend them to the Restructure Policy. We will not accept the existing assessment period process from the Redeployment Policy being inserted into the Restructure Policy. However, where jobs have changed to some extent in a restructure, we would support an employee having an assessment period during which they can still choose to opt for redundancy if they decide that the job is not right for them. In essence, this is the same principle as statutory trial periods.

5.3 This section seeks to prescribe the selection methods that will apply in all restructures. It is confirmed in paragraph 8 that this is the case, as it specifically says that proposed methods of selection will not be covered in individual restructures due to them being consulted on as part of the Workforce Plan. We object to this, as it does not comply with the Restructure Policy and it is inflexible. The selection methods for each ringfence should be a matter for consultation at a local level, as and when each restructure arises. Selection methods should be proportionate to and appropriate for the circumstances of each ringfence. For example, a simple reduction in posts at a lower grade is likely to require a less onerous selection process than new posts being created at a senior level.

Consideration should be given to using supporting statements as well as interviews. This is likely to be fairer to employees who are not strong performers in interviews.

5.4 We need to be informed when a job is going to be advertised externally, and this needs to be agreed by us.

5.5.3 The proposal that staff can only be redeployed to posts at their substantive grade is a departure from the current procedure, which states that they can also be redeployed to posts that are one grade up or down. We believe that the provision for staff to go up or down one grade should remain, but that both should be purely voluntary. Although this paragraph refers to redeployment, this principle should also apply to ringfences. We have discussed this with management, and believe that we can reach agreement.

5.5.5 When there is more than one equally suitable candidate for a post, diversity should also be a factor to be considered. For example, if there is an equally suitable man and woman, and females are under-represented, the woman should be appointed.

7 We welcome the commitment to helping staff to develop skills for the future, particularly if they are facing redundancy. However, the skills development areas listed seem to be higher level and largely aimed at more senior staff. Functional skills (also commonly referred to as skills for life or basic skills) should not only be included in this programme, they should actually form the centrepiece of it. This includes literacy, numeracy and IT skills. This is not to suggest that only lower graded staff need such training, or that it should only be offered to them, but there is evidence that they are more likely to benefit from it.

Appendix B – Appeal against selection for redundancy

We welcome this proposal. We have had some discussions about how the appeals will work in practice, and we are waiting for further details from management about this.



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Workforce Plan document

Skills for the future

As we have already stated, we welcome the commitment to upskilling existing staff and enabling them to continue in new roles within the Council. Unfortunately, for many the staff “offer” will consist of privatisation or redundancy.

We have had useful discussions with both CHENEL and HR about skills for life and other entry level training that can play a vital role in this upskilling. However, we must emphasise that the Council, from Leader and Chief Executive to all management levels below, needs to be genuinely committed to delivering this programme, and they need to be prepared to put resources into it. All too often our experience is that good intentions for frontline staff are forgotten in favour of courses for those who are higher paid. It must be made clear to managers that skills for life is backed at the highest level of the organisation and that staff will be released to attend necessary courses to improve their prospects whether in Haringey or elsewhere. The Trade Unions have long been leaders on delivering and supporting such training and we need to be treated as equal partners in this work.

We would also like to see an extension of skills for life to staff in Unified Housing who are employed by Homes for Haringey currently, and also to support staff employed in schools, who are often ignored when it comes to training and development.

We welcome commitments on apprentice roles being expanded and developed under the Haringey Academy programme, but seek an assurance that such posts will not be used for the purposes of substitution for workers who have been made redundant. Trade Unions will want to be consulted on development of the Haringey Academy and to be involved in identifying how we retain apprentices who start with us.

Early Interventions

We note the comment made on reviewing redundancy pay. We have made it clear in meetings with officers and councillors, as well as at Council committees, that we will not tolerate any attempt to weaken the current redundancy scheme. In particular we are opposed to any suggestion that we might start this process with one scheme and end it with a worse one, leaving those who are made redundant facing a lottery on what redundancy pay they might expect. Any attempt to cut the redundancy terms at a time of mass job losses is simply unacceptable and no reasonable employer should be contemplating it. We seek an absolute assurance that the current full redundancy terms will remain available for, as an absolute minimum, the lifetime of the current brutal and sustained attacks upon jobs and services.

We have had useful discussions about the format of the potential voluntary redundancy offer and would wish to continue these. Learning the lessons from the previous exercise in 2010-11 is important, particularly in respect of managing expectations and giving people clear timelines for responses. The concept of bumping also needs to be explored and made more transparent and this will require an element of creativity on the part of HR and managers. The Trade Union position remains that as far as is practicable those who wish to opt for VR should have their requests facilitated and that there must be a presumption that the main aim is to avoid compulsory redundancies. This will need to include consideration of moving displaced employees (with their consent) to posts which are not redundant but where the current postholder wishes to be released on VR. Early discussions have suggested that some form of “bump register” may be useful in doing this.

We have suggested that VR requests and their outcomes need to be monitored against the protected characteristics and grade bands. *Agreed on 30/01/2015.* This proposal arises from a perception that on occasion some staff were unfairly refused release whereas higher paid staff were granted it.

We would like to see the proposed letter to staff in relation to VR, in advance of it being sent to them. We would also like to see the proposed process for managing VR applications. This is because we are likely to receive a large number of queries from our members once the letter is issued, and having being able to view these documents will assist us in dealing with these. *Agreed on 30/01/2015.*

Development Moves



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There is no objection to what we believe is the intention behind this proposal, but the Council must continue to comply with its own recruitment and secondment policies. Any such development moves also need to include an immediate review of the level of consultants and agency staff used across the organisation. It is simply disgraceful that the Council is currently spending £5 million pounds a year on consultants and interims. Each and every one of these arrangements needs to be scrutinised and challenged. While doing so, the Council should seek absolute declarations from those engaged either via the Hayes Contract or the supplier framework for consultants that they are not engaging in tax avoidance or evasion, including any arrangements which while lawful are morally questionable. It should be recognised that the consequences of such evasion leads to greater holes in the national finances, leading to more cuts in our vital services. The Council cannot justify the “don’t ask, don’t tell” approach which UNISON identified in a recent FOI request to the council, which is reproduced below:

Q: How does the council ensure there are no conflicts of interest where managers are engaging consultants (specifically in terms of a requirement to declare any prior relationship working or personal with the individual being engaged as a consultant)?

A: Each Consultant/Interim is asked by their line manger to complete a Declaration of Interests Form.

Q: Steps taken to ensure consultants and agency staff are acting in accordance with HMRC guidance on self-employment.

A: The Council has a framework contract for the supply of Consultants or Interims and hiring managers are aware that individuals should be contracted via one of these agencies.

Q: Council policy (and enforcement approach if relevant) in respect of agency or consultant staff being engaged (whether directly or via agency vendor) who make use of personal service companies or other measures to minimise payment of income tax.

A: Consultants and Interims are contracted via a framework agency, the contractual relationship each person has with the agency is a matter for them.

Intelligent Resourcing

We are concerned that this innocent sounding euphemism should not be used as a cover to recruit yet more agency workers and interims. We believe that in the current climate any such proposals should include consultation with the Trade Unions as well as relevant senior officers. Under the redeployment policy, temporary posts and interim posts are available to potentially redundant staff, and thorough and validated checks of the existing workforce for skills matches must take place in advance of any recruitment to such posts. This links closely with the principle of developing our workforce and upskilling them.

Haringey Academy

As we have noted, we are supportive of the proposals for apprentice schemes and welcome Staffing and Remuneration Committee’s improvements in respect of the London Living Wage for these posts following UNISON’s deputation on the issue. We seek a commitment to regular and ongoing consultation on the outcomes from the programme.

We note the commitments around training and development and we would wish to work with the Council to turn these from good ideas into clear and well thought out proposals. We seek an assurance that we will be involved in the engagement processes outlined in this section. In particular we are keen to ensure that culture change is not used as a tool to “persuade” individuals that it is time they “moved on”. Staff engagement is an important part of the process, but so is consultation and negotiation with Trade Unions on any proposed changes to policies and procedures which cover these matters, such as performance appraisal.

Motivation in the workplace arises from a combination of factors. Feeling valued is a key one, but so is job security, which nothing in this Workforce Plan can really address. This work needs to deal with and offer



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solutions to what is often known as “survivor’s syndrome”; in other words ensuring that those who remain with the authority are supported through the challenges of being in this position.

Equality and Inclusion

The Council’s own EQIA notes that these cuts will have a disproportionate effect on staff who come under one or more of the protected characteristics. The Council needs to ensure that all recruitment and selection processes are robust, and must carefully monitor these for early indications of disproportionate dismissals of staff in these groups, where ringfences are used. It should also ensure that training and development support is given as an early intervention in areas of the Council where staff who fall within the relevant protected characteristics are over-represented.

Modern Reward Strategy

In December 2014 UNISON made representations to Staffing and Remuneration Committee on this project. Our view was that it is a distraction rather than an aid to the challenges Haringey faces. We were also specifically concerned that the uncertainty arising from any proposal to review terms and conditions will have a negative effect on the engagement and motivation of the very staff Haringey needs to deliver change.

To date, we have had one meeting about the modern reward strategy, but a significant number of further meetings will be required, along with detailed and meaningful negotiations on the Council’s aims and objectives in terms of this proposal. We are clear that any changes cannot negatively affect staff pay, nor should they be used to introduce so-called “flexibility” to the point that the job families can be used to justify staff being asked to carry out tasks that are well outside their current roles. Bullet point 3 on page 24 highlights exactly the sort of concern we and our members have about job families, as it implies that the modern reward approach will allow the Council to move people without meaningful consultation and possibly against their will. We would view such an approach as undermining the existing protections that staff have in their contracts and as cutting across the collective agreements the Council has with the Trade Unions.

Another of our key concerns is that the timeline set aside for this detailed piece of work is too short. Changes such as this require a great deal of preparatory and analytical work, as well as buy-in from the workforce. Most importantly of all any changes must be negotiated and agreed with the recognised Trade Unions. We view negotiation as being distinct from consultation, although we appreciate that the latter word may have been used in the legal sense.

Workforce compliance

Describing the need for staff and managers to be “compliant” may easily be mistaken for meaning that staff are expected to simply do as they are told and to follow instructions. We recognise this may not be the intent, but language is important in documents such as this. Ironically, there is no mention of Trade Union involvement in this section of the Workforce Plan, despite the fact that as part of collective bargaining we would be key to delivering changes to policies and procedures affecting staff, for example. While there is a reference to legal compliance, we wish to make clear that we will not agree to or tolerate any reductions in existing rights and protections, including by citing statutory minimums.

Delivery Plan

We would suggest that this is amended to include specific reference to Trade Union involvement and the stages at which this will occur. This is something we are happy to discuss further. Specifically, we need to better understand the intention, scope and content of a number of the key deliverables, and also our role in these. We note the reference to an enhanced redeployment process, but we view this as a matter for negotiation and agreement. We certainly have views on how effective the redeployment process is and how it might be made more effective. This needs to include dedicated resources and regular monitoring.

Sean Fox

UNISON Joint Branch Secretary and Employee Side Secretary

C.c

Gerard McGrath – UNISON Joint Branch Secretary

Christopher Taylor – UNISON Assistant Branch Secretary Corporate



Haringey Council

Flora Onwukwe – UNISON CYPS Convenor
Andrea Holden – UNISON Assistant Branch Secretary CYPS
Pat Forward – UNISON Schools Convenor
Helen Steel – UNISON Joint Place & Sust Convenor
Jayesh Mistry – UNITE
George Sharkey – GMB
Steve Sweeney GMB
Julie Davies & Niall O'Connor NUT
Cllrs Arthur, Meehan, & Kober
Nick Walkley Chief Executive

NUT Response to the Workforce Plan Consultation (17 February 2015)

Response of the National Union of Teachers - Haringey Division

The NUT has not had a chance to respond and were not included in the consultation until Deputy Secretary Niall O'Connor received a copy of the plan on February 10th and passed it to me. This week is half term. As I am also secretary to the Teachers' Panel, I will have to consult members of other teaching unions next week and so this is a both a holding response, and a response which comes from the NUT alone.

There are NUT members in Children's Centres, Pendarren and the Youth Service. These are vital services for the poorest and most vulnerable children and young people and we deeply resent some of the public comments made by local politicians about their quality. In a succession of clumsy attempts to justify cuts, some local councillors have announced, inter alia, that the Youth Service is little used and that our award-winning Children's Centres are poor quality. This was an amateurish and shameful political position to take, as well as an inaccurate one.

When £70,000,000 of cuts are made, they will not bring improvements, as some of these politicians have suggested; they will bring decline and misery for our youngest, our oldest, our weakest and our citizens who most need council support. Articles such as this one (<http://www.progressonline.org.uk/2015/02/04/leading-from-the-front/>) which presents the proposed cuts as an 'opportunity rather than a disaster' and which celebrate the authority's role in 'making our contribution towards reducing the national deficit' do nothing to allay our members' fears that the council has no understanding of the impact of their decisions. This has been compounded by well publicised suggestions that parents and carers should receive Children's Centre services in supermarkets or that residents on care packages, with critical and substantial disabilities, amuse themselves by going to the theatre.

We believe that there was a case in this financial year for dipping into reserves (which have grown in the past two years) or for raising council tax. These measures are there for a rainy day and it is raining very hard indeed. There is also no need to set a three year budget when this year's settlement was for one year and we have every reason to believe that a fresh government elected in a few weeks' time would want to redistribute resources for the benefit of boroughs like ours. In our view, the insistent setting of a three year budget represents the sort of mean-spirited defiance which has come to characterise this administration. We are also shocked by the amount of money being spent on consultants and interim appointments through arrangements which are not subject to PAYE.

Our leaders portray all these moves as pragmatism and they say they are inevitable. Maybe they are right. However one cabinet member could be seen from the public gallery on the night of the cabinet meeting, playing games on an Ipad. Another told a recent meeting of vulnerable residents and their carers that they should 'get real.' In all the years that we have been responding to budget setting, including 2011 when Cllr Kober marched with the unions and addressed the rally outside, condemning government cuts, we have never seen them proposed by politicians who behave like this.



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No NUT member in Haringey has ever been forced to accept compulsory redundancy. This a record we would defend in the customary ways beginning with consultation on redeployment and redundancy through voluntary means. We would always seek to avoid industrial action but should it become necessary, we would not hesitate to ballot. Our members have already this academic year been forced to demonstrate their resolve to exercise their rights and to protect others. It has been disappointing to have to remind the council of the power of our union, but NUT members would do so again, such is the strength of feeling among our members about the actions and attitude of this council.

It is also time for the council to take a more mature approach to employee relations than it has in recent months when it ignored our threatened strikes until after they had taken place and closed two large schools for several days. It would be very rash indeed to underestimate strength of feeling on this issue alone.

Julie Davies
Division secretary
Haringey NUT