

# **CABINET SUPPLEMENTARY AGENDA**

**9 November 2022**

The following report is attached for consideration and is submitted with the agreement of the Chairman as an urgent matter pursuant to Section 100B (4) of the Local Government Act 1972

**9      APPROVAL OF COUNCIL'S NEW WORKFORCE STRATEGY** (Pages 1 - 94)

Report and appendices attached

**10     TARGET OPERATING MODEL** (Pages 95 - 138)

Report attached

**Zena Smith  
Democratic and Election  
Services Manager**

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## CABINET

**Subject Heading:**

Approval of Council's new Workforce Strategy

**Cabinet Member:**

Cllr Ray Morgan

**SLT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

Jan Douglas, 020 3373 2693  
[Jan.Douglas@onesource.co.uk](mailto:Jan.Douglas@onesource.co.uk)

**Policy context:**

The adoption of the new Workforce Strategy and associated policies and activities to assist its success are designed to develop and attract a workforce that can meet the current and future needs of our residents.

**Financial summary:**

The proposals in this report seek investment of £2.118m between now and March 2025 and an ongoing annual investment of £640k thereafter.

**Is this a Key Decision?**

Yes. (a) Expenditure or saving (including anticipated income) of £500,000 or more.

**When should this matter be reviewed?**

March 2023

**Reviewing OSC:**

Overview and Scrutiny Board

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
 Places making Havering  
 Opportunities making Havering  
 Connections making Havering

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## **SUMMARY**

On 13 November 2019, Cabinet approved the Council's current People Strategy. This strategy was developed by the Transformation Programme Team in place at the time and sought a one-off investment of £794,400 to be spent over 24 months - £544,400 to run the overarching People and Organisation Transformation Programme and £250,000 to provide targeted assessment of the current resource and a comprehensive programme of leadership and senior management development. In addition, an on-going investment of £169,000 was requested to enable the creation of a new Talent Hub within the Council's Human Resources and Organisational Development (HR&OD) service, designed to maximise the use of the Apprenticeship Levy to bring new talent into the Council and upskill existing employees.

Just four months later in March 2020, a global pandemic was declared and Covid-19 changed the world. All available resources were diverted to enable the Council to respond to the crisis and to ensure that the most vulnerable in our society were supported and protected at this incredibly difficult time.

In response to the Covid-19 outbreak in March 2020, many Council functions transitioned almost exclusively to remote working. Whilst this has been sustainable over the last two and a half years, proposals to embed remote working as a long-term strategy and permanent operating model are now in the final stages of development and will address the wellbeing implications of remote working, for example on mental health, in terms of isolation, support provision and opportunities to exchange ideas.

The Council's journey to transform the way in which it operates continues and on 27 January 2021, Cabinet agreed several reports, which support the Council's ambitions. This included the principle of rationalising the Council's administrative accommodation and a programme of building works to provide a new Appointment Centre in the Town Hall; the release of funding to enable and support the previous Smart Working Plus programme; and the Digital programme of work to continue. These programmes have moved forward at pace and the approach outlined in this report will be a key reference point for many of the activities and outputs.

The new Workforce Strategy supports the Council's Vision – 'The Havering you want to be part of' – and has been shaped to support the way in which work will be delivered, which has changed and will continue to do so, enabled by digital solutions and for many, greater flexibility over how and where this is carried out. Our strategy recognises that the Havering of tomorrow has a smaller workforce and a set of work styles that require us to engage and lead our teams with an outcome based performance culture and a collaborative and agile use and development of our skills and capabilities. This will include attention to areas like Climate Change, for example through the consideration of staff benefits such as an Electric Vehicle Lease Scheme.

This report sets out the critical enablers and resource requirements to deliver the Council's new Workforce Strategy, which will support the Council's Vision and a new Target Operating Model (TOM) and includes:

- Implementing and embedding Workforce Planning activity across all Council services
- A skills development plan and resource to deliver this, with a centralised approach to learning and development strategy and a learning management system to facilitate this
- Workforce planning training and capability
- Engagement survey and ongoing pulse survey capability
- Development and execution of our Choose Havering Brand strategy and Employee Value Proposition (for example, candidate attraction, total reward strategy, 10 days of learning, career pathways, recruitment marketing)
- People Manager and Leader development programmes
- Implementing Work Styles and greater flexibility
- Suggestion scheme and communities of practice
- Enabling people management policies
- A set of people measures and KPI's that will ensure we have a data and evidence led approach to meet clear and agreed outcomes that support our vision and corporate plan - 'The Havering you want to be part of'
- Activities to support our equality, diversity and inclusion agenda.

All of this is about being an employer of choice, not just saying it.

<b>RECOMMENDATIONS</b>
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Cabinet is recommended to:

- Agree the implementation of all elements of the new Workforce Strategy
- Approve and agree the allocation of funding in the sum of a one-off investment of £2.118m between now and March 2025 and £640k pa ongoing annual revenue investment
- Approve the following policies:
  - Ways of Working
  - Travel Expenses
  - Working from Abroad
  - Recruitment and Selection
  - Organisational Change
  - Redeployment

## **REPORT DETAIL**

### **1. Background**

On 13 November 2019, Cabinet approved the adoption of a People Strategy, the implementation of which was almost entirely disrupted by the Covid-19 pandemic. A new Talent Hub was established within the Council's HR&OD service and this team continues to maximise the use of the Apprenticeship Levy and to bring new talent into the Council and upskill existing employees, as well as reducing the Apprenticeship Levy being returned to central Government.

One of the early successes of the People and Organisation project within the Council's Transformation programme was the co-creation, with colleagues across the Council, of the ICARE Values. These are now widely recognised, however the new Workforce Strategy will help further embed these into the organisation to ensure our staff embody these in all they do.

The People and Organisation project also carried out a corporate skills assessment and commissioned a leadership programme for SLT colleagues.

### **2. Evolution of our Workforce Strategy**

The HR&OD service has developed the new Workforce Strategy (Appendix A) following extensive engagement and consultation with a range of key internal stakeholders, including Trade Unions, Staff Forum Chairs, Transformation Project Leads, CLT and SLT and employees across the Council including the Change Champions Network and colleagues in Equality, Diversity and Inclusion, and Finance.

Our new Workforce Strategy describes five key strategic themes for action, which we will focus on during the next two years, to support and develop our workforce, strengthen our capabilities as an organisation and modernise how we do things:

- Organisational design, culture, values and behaviours
- Leading our people
- Developing our people
- Treating our people fairly and with respect
- Supporting our people

We are committed to continue to listen and evolve this strategy in response to the changing context and pressures we experience both in terms of financial pressures and increased demands for our services. Our new Workforce Strategy is written to address what we know now but should be viewed as a 'live' and dynamic plan, which will be reviewed annually and adapted to respond to council priorities, changes in trends, employment legislation and best practice.

Further work and investment is required to address the areas of development identified in the corporate skills assessment, as well as the implementation of a learning management

system to manage learning activity and support communities of practice<sup>1</sup> and the creation and management of a talent pool.

The Choose Havering Pledge is the Council's commitment to creating an organisation that is the best it can be and asks employees to pledge to make positive choices every day, so we can achieve all our ambitions. Choose Havering has the potential to be a strong recruitment brand, but we need to develop the employee value proposition (EVP) that goes alongside the logo. Developments will also include a recruitment website, job marketing support for hiring managers, better designed job profiles and advertisements, as well as a LinkedIn professional licence to target potential applicants. This will create a co-ordinated approach and reduce ad-hoc expenditure and reliance on expensive recruitment agencies.

Given the Council's current position and the need to reduce overall costs, it is imperative that we focus our investment where this will have the greatest impact. Work is underway to reshape the organisation and this requires major cultural and people transformation. To deliver in the new model we need:

- greater flexibility and upskilling of our workforce, including people management capability;
- an equalities, diversity and inclusion strategy aligned to our values;
- a new approach to resourcing and employee development;
- high levels of engagement; and
- a culture that drives increased effort and stronger performance.

The final design and presentation of our new Workforce Strategy will reflect the Choose Havering branding and the Pledge.

### **3. Workforce Planning**

Workforce planning is a core business process that will align the changing organisation needs with workforce strategy. This will provide the intelligence to help directorates focus on a range of challenges and issues, and prepare for initiatives to support longer-term goals.

Workforce planning has been lacking in the past, however two Council services: Planning Services (Neighbourhoods Directorate) and Property Services (Housing Directorate) have completed a Workforce Planning training programme delivered by the Local Government Association (LGA). The LGA are currently delivering the same programme to the whole of Adult Services. A core element of our new Workforce Strategy is workforce planning and extending the activity council-wide.

Workforce planning is not a prescriptive process nor intended as an exact science. It is about improving performance and reducing organisational risk by narrowing the gap between a directorate having the people it really needs and who it currently has.

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<sup>1</sup> A group of people who share a common concern, asset of problems or an interest in a topic and who come together to fulfil both individual and group goals

‘The right people, with the right skills, in the right roles, at the right time and the right cost’ is what will ultimately deliver the right results for the Council. By taking a proactive, methodical approach to workforce planning, managers will understand where the risks and opportunities are going to come from and how they can ensure they have the resources they need to respond successfully to whatever future scenario unfolds.

The model at Appendix B provides a simple overview of the workforce planning process.

Skills and capability development, talent management and effective resourcing solutions will underpin effective workforce planning and will help make the Council an attractive place to work. This will also reduce the reliance on agency workers.

#### **4. Work Styles**

In response to the Covid-19 outbreak in March 2020, back-office functions transitioned almost exclusively to remote working. The proposal is to embed remote working as a long-term strategy and as part of the operating model.

Despite the complexities and challenges of living and working through the pandemic, employees have identified many benefits from working from home, for both them and the Council. These benefits include a better work-life balance, greater ability to focus with fewer distractions, more time for family and friends, saved commuting time and costs, IT upskilling and higher levels of motivation. Other benefits include savings on office space, higher levels of employee job satisfaction and reduced absence rates.

The future model will mean work activity will be performed according to where the need is, providing greater autonomy for employees, whilst maintaining service provision.

To enable the new way of working, a range of ‘work styles’ have been developed which reflect the way in which our whole workforce is required to operate. Further details of these are included in Appendix E1.1.

We will implement the new work styles alongside a comprehensive communication and engagement plan. All job roles will be assigned a work style, which in turn will be used to assign the appropriate IT kit and equipment needed to perform the role. This will be of significant benefit when attracting and onboarding new staff, as well as being transparent for existing staff.

#### **5. Organisational Development (OD) and Culture Change**

The Council is operating in a constantly changing environment, e.g. with technology rapidly evolving, rising costs of living impacting our residents, a significant proportion of our workforce are working remotely, new skills are needed, and we are facing a challenging financial position. Because of this, some of the practices we have used historically that used to perform well, no longer work as well as they did and need adjusting to maximise their impact on the Council achieving its goals.

A fundamental review of the Council’s Target Operating Model is underway, which will provide an opportunity to redesign how work is organised. However to achieve the



maximum benefit from this and drive up organisational performance, a planned and systematic approach to enabling sustained organisational performance through the involvement of our workforce is required. This will consider wider aspects such as organisational culture, capability, employee engagement, knowledge and skills, values and behaviours and relationships

The full benefits of a new operating model will not be realised if the Council does not take a holistic approach, i.e. to address matters such as the loss of knowledge and experience, acquiring or developing new skills requirements. This will require investment to ensure we continually review and adapt to change.

## **6. Workforce Skills, Capabilities and Behaviours**

The Council needs to ensure all its people have the right skills at every level to help its residents overcome current and future challenges; it needs the right people with the right skills, capabilities and behaviours who:

- understand the benefits that data and technology can bring to our residents
- lead teams with empathy, care, honesty and fairness
- grow inclusive cultures that allow everyone to participate and belong
- work in a collaborative and agile way
- support an outcome based performance culture

The Council is operating in a constantly changing environment. With technology rapidly evolving and with a significant proportion of its workforce working remotely, new skills are required. It needs to adapt and use technology and digital solutions, reduce reliance on paper and rationalise use of office accommodation.

To achieve this it is recommended that the Council invest in a:

- learning and development (L&D) function
- learning management system (LMS)
- 3-year development programme, including people management development

In 2020 the Council's Senior Leadership Team completed work to explore its capability to work in a much more planned and strategic way. This led to a corporate skills assessment that identified critical and core skills gaps in a number of areas.

Capability and skills gaps and development programme recommendations are identified in the following appendices:

- Appendix C – Summary findings of skills assessment indicating that there are critical and core skills gaps in the following areas.
- Appendix D – Core People Management Development

## **7. People Policy Framework**

One of the key deliverables of the Workforce Strategy is to implement modern employment policies, procedures and interventions that will be simple, clear and business focused to enable the organisation to attract, retain and develop high-performing employees.

To support the Council on its transformation journey, the following policies have been developed or refreshed to enable the change to be managed in line with the vision of the Workforce Strategy:

- Ways of Working
- Travel Expenses
- Working from Abroad
- Recruitment and Selection
- Organisational Change
- Redeployment

The above policies and enabling procedures can be viewed at Appendix E. All policies have been subject to an Equalities and Health Impact Assessment. Cabinet will receive further policies for approval as they are finalised.

## **8. Employee Engagement**

Employee engagement is important to all organisations and having an effective strategy in place will help create a better work culture, reduce staff turnover, increase productivity, build better work and customer/resident relationships, and impact on the service to residents. Whilst we regularly communicate with our employees and engage them in various activities, there is no formal mechanism to seek feedback on a regular basis. An element of the Workforce Strategy is to introduce annual engagement surveys and shorter 'pulse' surveys. This will provide feedback on key areas and identify areas where we are performing well, but also areas for improvement.

### **REASONS AND OPTIONS**

#### **Reasons for the decision:**

The proposed adoption of the new Workforce Strategy and activities required to assist its success are intended to support and develop a workforce that can meet the current and future needs of our residents.

Following the global Covid-19 pandemic and the continued pressure on local government funding, investment in the Council's workforce is absolutely essential to ensure that we have a workforce fit for the future that will continue to deliver services to those residents most in need.

We are operating in a changing environment and with the shift to hybrid working, it is becoming increasingly challenging to attract talent to Havering – candidates have much more choice than ever as to where they can work. To be competitive, we need to modernise our approach to talent attraction and resourcing and create the Havering brand and our EVP to ensure that people ‘Choose Havering’.

Having the right people with the right skills, capabilities and behaviours is essential to operate in an ever-changing environment. Introducing and embedding workforce planning will ensure that we have succession plans in place for the most difficult to fill posts and professional roles. This will help us identify where we need to grow our own talent so they are equipped to apply for opportunities when they arise. We will continue to maximise the use of the Apprenticeship Levy for qualification training.

**Other options considered:**

**Do nothing** – Not recommended. A range of projects are underway to transform how the Council operates. The Council needs to embrace the opportunity to adopt and embed a Workforce Strategy that supports a new Target Operating Model (TOM) and introduces Workforce Planning and enables culture change. A ‘do nothing’ option has been rejected as this will not bring about the change needed for a modern and efficient Council.

**Deliver the programme using in-house resources only** – Not recommended. Havering does not have the dedicated resource capacity to deliver such this programme of works within a reasonable timescale and that aligns with the other transformational projects underway.

<b>IMPLICATIONS AND RISKS</b>
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**Financial implications and risks:**

The cost of delivering the new Workforce Strategy and the associated projects, are as follows:

Workforce Strategy				
Itemised costs	Yr 1 (2022/23)	Yr 2 (2023/24)	Yr 3 (2024/25)	Ongoing
Workforce Planning – Digital Solution and Training Delivery * Including set up and project management	£60k	£38k	£30k	£30k pa
Employee Engagement Activity	£25k	£25k	£25k	£25k pa
Learning Management System	£60k*	£55k*	£40k	£40k pa

* Including set up and project management				
Learning & Development (resource and activity) ** 5 FTE £250k pa *** Commissioned L&D provision, including people management development £525k pa, reducing as more employees are upskilled	£50k** £100k***	£250k** £525k***	£250k** £525k***	£250k pa £275k pa***
LinkedIn professional user licence	£20k	£20k	£20k	£20k pa
<b>Total</b>	<b>£315k</b>	<b>£913k</b>	<b>£890k</b>	<b>£640k</b>

As it stands, the funding for this project has yet to be identified, but it is likely that costs up to March 2025 will be funded from reserves and the ongoing requirement will be built in the MTFS, as growth.

### **Legal implications and risks:**

Legal advice has previously been given on the implications of the formalisation of the remote working model.

As with any contractual change or alteration to working requirements, the Council is required to adhere to both legal requirements and its own HR policies.

### **Human Resources implications and risks:**

Our people are our greatest asset and we need to reflect this in how we manage our workforce, i.e. from their experience of recruitment, onboarding, personal/career development, terms and conditions of employment, our policy frameworks, and how they exit the organisation. All of this creates the organisational culture and our employees' experience will reflect their perception of what the council is like as an employer.

This proposed Workforce Strategy addresses a number of areas, which will modernise the Council as an employer and ensure we are competitive in the market. The outcome of various projects and activities will be assessed to determine any impact on the workforce and will be managed in accordance with the relevant policies and procedures at that time. However, it is anticipated that there will be positive cultural change as a result of this activity which will result in a number of organisational benefits such as:

- Improve recruitment and retention because of the increased flexible working and career development opportunities
- Improve motivation and employee engagement
- Reduce reliance of agency workers
- Reduce sickness levels, by improving health and wellbeing
- Improve morale
- Increase productivity and performance

- Skills and capabilities developed that make us fit for the future and improve organisational capability to deliver
- Brand perception and employee value proposition clear so we are an Employer of Choice

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An EqHIA (Equality and Health Impact Assessment) is usually carried out when a proposed or planned activity is likely to affect staff, service users, or other residents. The Council seeks to ensure equality, inclusion, and dignity for all, in all situations.

A comprehensive EqHIA will be conducted in advance of the proposals within this paper being implemented.

### **Health and Wellbeing implications and Risks**

Under the Health and Social Care Act 2012, the council is responsible for improving and protecting the health and wellbeing of local residents. This commitment is set out in the Health and Wellbeing strategy and includes addressing the social, economic and environmental factors (wider health determinants) which shape our health.

As 62% of the Council's workforce are Havering residents, it is important that we consider the impact of the new Workforce Strategy on the health and wellbeing of our workforce.

Given the direction of travel, the Council will employ a smaller workforce, formalise different ways of working, including working remotely and the adoption of new technology. We will require our employees to learn new skills and adapt to working in new ways. This change will affect people in different ways and at different times and to support our

employees and take them on this journey we will ensure that we regularly communicate with, and engage our employees to help alleviate concerns and/or anxiety.

The introduction of an engagement survey will provide us with the information to measure the impact of change and highlight areas where we need to add further support. We will continue to review our wellbeing offer and put in place support, activities and other interventions to help alleviate the impact on mental health and emotional wellbeing.

We will continue to monitor other key indicators, such as sickness absence, in particular relating to workplace stress and take mitigating action as appropriate, for example, the provision of webinars, learning solutions, promotion of mental health first aiders or our employee assistance programme.

We review and strengthen our wellbeing offer across a range of themes on a regular basis and will continue to promote interventions that will support our employees, for example promoting sessions on building resilience, staying motivated at work, and financial wellbeing.

As we advance the actions included in the Workforce Strategy, we will measure the impact this is having on our employees and review and update our approach as necessary to minimise any negative impacts.

### **Environmental and Climate Change Implications and Risks**

The Council has agreed for the organisation and the borough to be carbon neutral by 2040 or sooner.

Climate change is embedded in the new Workforce Strategy and all actions and interventions will have this as a core consideration. Whilst the strategy addresses the recruitment, retention and development of a skilled workforce, there are a number of areas where climate change is at the forefront. This includes:

- Remote working – this will reduce the need for employees to commute to the workplace, reducing carbon emissions in the Borough
- Learning – much of this will be managed digitally, avoiding the use of paper and printing materials
- Staff benefits – we will adopt environmentally friendly benefits where possible, for example through the promotion of our cycle to work scheme, or offering an electric vehicle lease scheme
- Climate champions – a community of people who share ideas on climate change

<b>BACKGROUND PAPERS</b>
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None.

# Choose Havering: Our Workforce Strategy

2022-2024



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## Introduction from Andrew Blake-Herbert, Chief Executive

In 2025, Havering Council will celebrate our 60<sup>th</sup> birthday. Right from the first day of our formation, change has been our business. It has been what we do. Whether through recession or economic boom, our changing environment, our residents' needs, new legislation, climate change and, of course, the incredible changes brought about by technology. Although the last two and a half years have been extremely challenging, our collective response to the pandemic has driven significant change to all of our lives and to how the organisation operates. A lot of this we need to keep hold of, and build on as we go forward to create a modern fit for the future Council.

Too often, it can feel like the only driver of change is our current financial position. In our private lives and as the Council, we have always been managing change, and it comes about because people ask questions like "why is that not working like it should?", "could we do that differently?", "is that fair?" as we try to improve our services to residents. The financial context gives us the additional requirement to do this within a time frame.

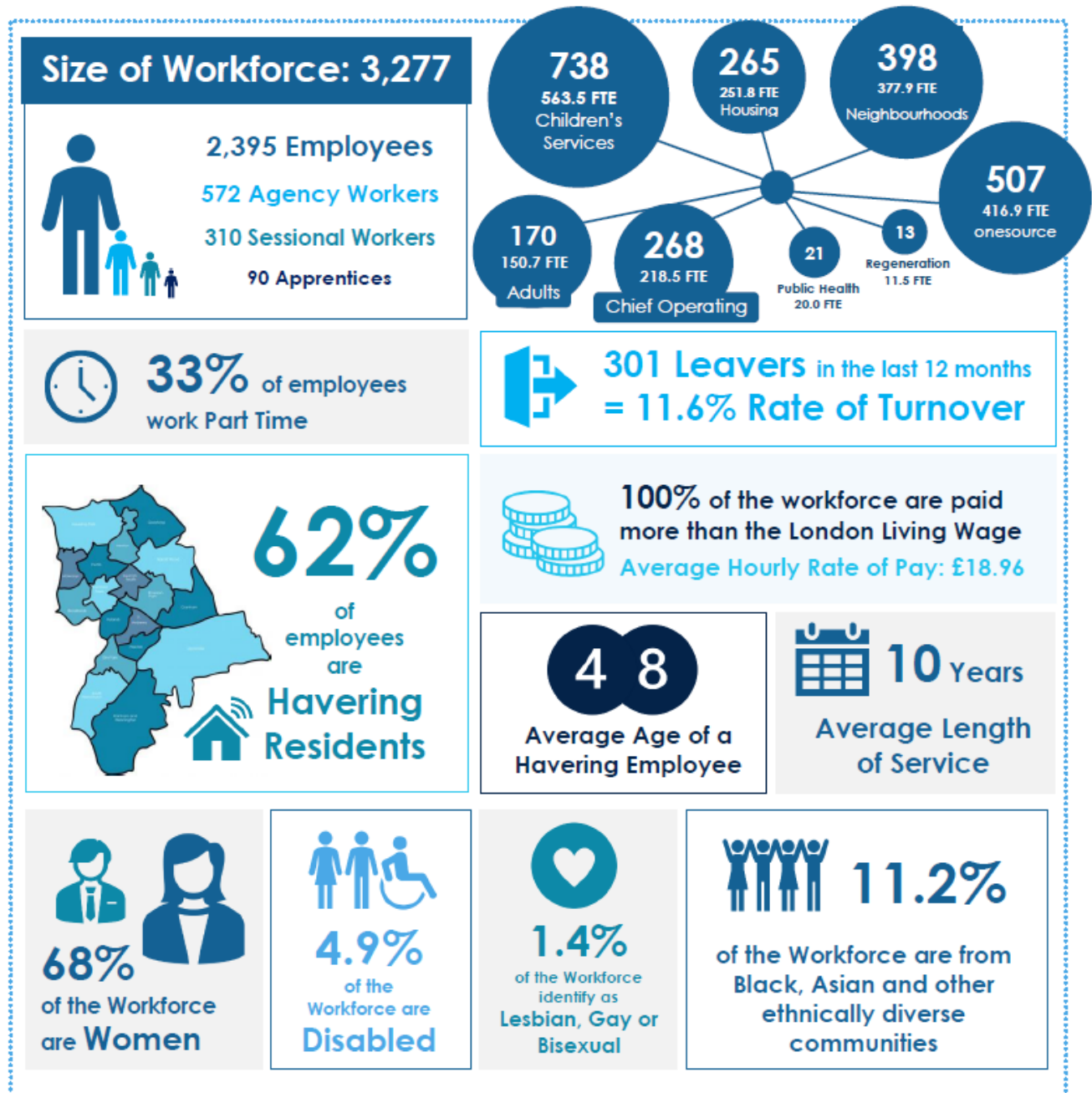
We can only make the right steps forward if we work together. To meet future challenges head-on, we need to have the right people with the right skills working as one council. Being a public servant in the 2020s means being curious and experimenting. It means recognising that the people with the solutions to your problem won't necessarily sit within your current team. It means getting to grips with all the benefits that data and technology can bring our residents. It means making sure residents are there at the start of how we design, deliver and evaluate our services. And it means leading teams and individuals with empathy, care, honesty and fairness, and growing inclusive cultures that allow everyone to participate and feel a sense of ownership and belonging. We live in a very complex world and silo working in teams or directorates is not going to resolve most of the challenges we face.

Our ICARE values and our Choose Havering pledge are key elements in our journey to becoming an employer of choice. We are determined that we should retain, develop, attract and recruit the best talent to improve our borough and the life chances of our residents. Our pledge is only as strong as the actions and energy we all commit to being the diverse, progressive, inclusive organisation that we need to be. This Workforce Strategy sets out how we will do all of that. If at the end of our strategy period you haven't seen and felt a change in the organisation, we won't have delivered what we set out to.

Change only happens with you. So please, take ownership of your own development and be honest with yourself and your colleagues about where your strengths and areas to strengthen lie. Take your Performance Development Review (PDR) and career development processes seriously and make them work for you. The Council's commitment to you is to pledge to offer 10 days of learning to support you with your development needs. Consider if an Apprenticeship is the right route for you to continue to develop your career. If you are fortunate enough to manage people, be accountable to them and support their growth. Please read this strategy and be part of the conversation about the part you can play in our progress.

## About our workforce

Havering Council is proud of its diverse, flexible and dynamic workforce – we value each other's differences and the contribution everyone makes towards making the council what it is today. We directly employ 2,395 staff, with some 572 agency workers and 310 casual/sessional staff supporting the essential services we provide.



## About our Workforce Strategy

Our Workforce Strategy supports the Council's vision - The Havering you want to be part of – and defines how we will build the capability, skills and culture we need for our future workforce. To become a successful and high performing council, against a backdrop of constant financial pressures, we need to have a diverse, modern, agile, innovative, creative and business efficient workforce and culture. The council has an ambitious agenda, which envisages significant organisational and cultural

change. It will be a leaner organisation with 400 fewer posts and will need to be more commercially focused with changes in the shape and scope of service delivery. Working across organisational boundaries in networks and partnerships will become even more important and we will need to build on what we know and learn from the experiences of others to create sustainable public services. This changing nature of the council will require changes in the workforce. It will affect the number of posts and types of people we employ, our working practices, the skills and competencies we need to be successful and the systems and tools to enable us to be both efficient and effective.

We quickly and successfully adapted our methods of service delivery and ways of working in response to the Covid-19 pandemic to ensure our most vulnerable residents continued to receive the support they need. Our workforce demonstrated remarkable resilience, flexibility, and many have developed new skills and networks in the process. This has provided the opportunity to reconsider how we use workplaces in the future and as a result, we will reduce the number of buildings we occupy, and provide greater opportunities for our workforce to work more flexibly and from different locations e.g., at home or across the borough, which also helps towards reducing the Council's carbon footprint.

Our Workforce Strategy describes five key themes for action (see page 10), which we will focus on during the next two years, to support and develop our workforce, strengthen our capabilities as an organisation and modernise how we do things.

Our commitment is to continue to listen and evolve this strategy in response to the changing context and pressures we experience both in terms of financial pressures and increased demands for our services. Our Workforce Strategy is written to address what we know now but should be viewed as a 'live' and dynamic plan, which will be reviewed annually and adapted to respond to council priorities, changes in trends, employment legislation and best practice. Our Workforce Strategy will support the council to:

- Be a modern, progressive, diverse and inclusive organisation focused on achieving best outcomes for communities and improving the quality of life for all our residents
- Bring the Council's work closer to the communities it serves, designing and delivering inclusive, fair and accessible services around residents' needs and user journeys
- Ensure all of our people have the right skills at every level to help Havering residents overcome current and future challenges
- Empower our workforce to champion a sense of civic pride and shared local identity which unites our rapidly diversifying population
- Treat each other with compassion, fairness, respect and accountability

## **Our values and behaviours - ICARE**

Having a clear set of values helps everyone understand what we stand for as a Council, enabling us to become the organisation we need to be. Our ICARE values were written by our workforce, supported by our Trade Unions and must be at the heart of all we do.

**Integrity – Creativity – Ambition – Respect - Everyone**

Our values are for living, and we want everyone to adopt them in their work, demonstrating to colleagues, residents and partners that these are not just good intentions but good actions.

## Our values and behaviours, I CARE, guide our approach to working with residents, partners and colleagues

Values	Integrity	Creativity	Ambition	Respect	Everyone
Behaviours	<ul style="list-style-type: none"> <li>• We are honest, trustworthy and reliable</li> <li>• We communicate openly and transparently</li> <li>• We take responsibility for our actions and behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• We find ways to solve problems and make things better</li> <li>• We look for new ideas and opportunities to innovate</li> <li>• We are flexible and open to change</li> </ul>	<ul style="list-style-type: none"> <li>• We focus on making Havering the best place anyone can live, work and do business</li> <li>• We take pride in our work and the work of our team</li> <li>• We are committed to improving and developing ourselves</li> </ul>	<ul style="list-style-type: none"> <li>• We treat people with courtesy and compassion</li> <li>• We listen to other people's ideas and perspectives</li> <li>• We stand up to discrimination, bullying and harassment</li> </ul>	<ul style="list-style-type: none"> <li>• We collaborate and co-produce to deliver results</li> <li>• We support each other and give constructive feedback</li> <li>• We celebrate success and recognise everyone's contribution</li> </ul>

The Council and the way we work is changing but our values will remain the same.

## The Choose Havering Pledge

Choose Havering is the Council's commitment to creating an organisation that is the best it can be and asks our people to pledge to make positive choices every day so we can achieve all our ambitions. Choose Havering applies to everyone regardless of role and is about having a workplace that's thirsty for change. A Council curious to see what we can do better and people who stand against discrimination. A workplace where we all hold each other accountable for upholding our ICARE values.

### The Council's pledge to you

#### Rapid progress

- We want all our staff to be thirsty for growth and motivated in their roles.
- We commit to giving everyone unrestricted learning, clear objectives, and a range of career development opportunities.

#### Work matters

- We want all our staff to find purpose in their work at Havering Council.
- We will invest in ensuring everyone has access to a corporate learning offer tailored to their needs.

#### Bright future

- We see that the individuals in our workforce have bags of potential and the ability to thrive.
- We will create more professional development opportunities for everyone who wants to progress their career at Havering Council.

**Work/life balance**

- We understand the importance of staff wellbeing and how it can be supported through flexible working.
- Our management policies and frameworks will be fit for the future, accessible to all and will put your health and wellbeing first.

**Active listening**

- We know that consistent quality of communication is essential to a well-functioning modern organisation.
- We will keep the lines of communication flowing and ensure there is a two-way dialogue between the organisation and staff.

**Embrace cultures**

- We believe every member of staff should be a team player and be treated as equals by all.
- We will allow all staff regardless of status, role, or level to be able to have their voices heard.

**Modern workplace**

- We understand that a place of work is not just where you go to work each day.
- We will support a flexible mind-set and provide you with cutting edge equipment and new technology to help you do your job.

**Radical thinking**

- We want to help staff make bold moves and achieve new levels of innovation and creativity.
- A new and supportive Workforce Strategy developed with input from Trade Unions will help you feel empowered to think differently.

**Your pledge to Havering Council**

- Choose to invest in yourself and your career, to be ambitious, get out of your comfort zone and never stop learning
- Choose to be curious and creative in your thinking to help the Council become bolder and more innovative
- Choose to be accountable every day, and to hold others to account if they're not acting with integrity
- Choose to make your voice heard and communicate tactfully and respectfully so that we can move forward together
- Choose to be a team player and be someone your colleagues can rely on, whether they've worked with you for 10 years or 10 minutes
- Choose to treat all people equally, regardless of race, gender, sexual orientation, religion or any other characteristics that defines a group
- Choose to put yourself forward, be a role model and set the standard high for your colleagues
- Choose to work with technology and software that helps you do your job well
- Choose to put residents first, and to actively involve them in how our services are designed and run
- Choose to believe great things can happen if we all work together

**Why we need to change**

Our Workforce Strategy defines the council's ambition for its people - an inclusive, talented and engaged workforce, where the right people, with the right skills deliver positive outcomes for Havering and its communities.

- **Digital agenda**
  - We are embracing innovation and will continue to exploit advances in the application of digital, data and smart technologies to help to shape the digital future of our borough. We will continue to embrace new ways of working, harnessing the benefits of using innovative digital and technological solutions.
- **Workforce feedback**
  - We are listening to our people via different forums, including colleague forums, change networks, and colleague surveys, for example our wellbeing, engagement and inclusion survey and our skills survey. We need to make improvements based on what our workforce is telling us. We are also working closely with and listening to our Trade Union colleagues.
- **Workforce profile**
  - The average age of our directly employed workforce is 48.1 years and has been steadily increasing over the past four years. 17.4% of our workforce is aged 60 or older, whilst only 9.3% of our workforce is aged 30 or younger. Having an ageing workforce is not the problem but not having a talent pipeline in place is. So we need to actively develop workforce and succession plans to address this. Currently, 19.5% of our workforce is agency/locum and we need to employ and retain a skilled permanent workforce and reduce reliance on temporary workers
- **Equality, diversity and inclusion**
  - We recognise the importance of having a diverse workforce and inclusive cultures to enhance our ability to be creative and foster innovation. We need a diverse and inclusive workforce, which is representative of our community, that will help us better understand the needs of our stakeholders and residents. We need to deliver the priority actions in our Race, Equality, Ability, Diversity and Inclusion (READI) Review Strategy and Action Plan.
- **Leadership**
  - We need leaders that are visible, capable, positive, confident and highly motivated. We need them to be inspirational, authentic, show compassion, motivate and develop others, make decisions based on evidence and behave consistently in line with our ICARE values.
- **Skills gap**
  - There are skills gaps within our workforce as we move forward and work in different ways. We need to invest in our people so that they have the skills needed both now and in the future and so that we retain and nurture our best talent.
- **Culture, values and behaviours**
  - We need an organisation that is open, inclusive and supportive, where our people take personal responsibility and accountability for their actions and personal development and are trusted to do their job well.

## **Our ambition for the future**

### **Our environment**

#### **The organisation**

Our working environment will be inclusive, agile and efficient, fostering innovation, creativity and high levels of performance. We will have strong inspirational leadership and an engaged workforce.

Everyone will understand the contribution they can make to upholding and demonstrating the council's ICARE values and behaviours in everything they do. We will reward teams and individuals who 'go above and beyond' within their role, whilst challenging those who are underperforming and whose attitude and behaviours are inconsistent with our ICARE values. Everyone will be empowered to be innovative and creative, work collaboratively across and beyond organisational boundaries and embrace and celebrate their diversity with zero tolerance for discrimination in any form. We will become an Employer of Choice, where people choose to work and develop their career.

## **Our people**

### **Havering employees**

Our workforce will reflect the diversity of the community we serve and be highly motivated, skilled, engaged and encouraged to demonstrate creativity and innovation. They will take ownership of their personal development and 'live' our ICARE values and behaviours. They will work collaboratively and inclusively with their peers, sharing the common aim of delivering positive outcomes for Havering residents and take personal responsibility for working towards becoming a carbon neutral organisation.

### **Havering managers**

All levels of management will reflect the diversity of the community we serve. They will demonstrate inspirational leadership by listening to their teams, lead with compassion, empowering our people to achieve their full potential and work with their peers as one team, sharing our ICARE values and vision to achieve positive outcomes for Havering residents. They will hold regular 1-1's, performance development and career discussions with their team members.

### **Havering Senior Leaders**

Will set the strategic direction for the Council, translate strategy into actions and hold themselves and others to account. They will be visible, capable, positive, confident and highly motivated. They will operate collaboratively, breaking down all organisational silos and removing barriers to greater partnership working. They will be inspirational, inclusive and authentic, show compassion, motivate and develop others, make decisions based on evidence and behave consistently in line with our ICARE values and commit to the Havering Pledge.

## **Organisational enablers**

### **The Human Resources and Organisational Development team**

The Human Resources and Organisational Development team will operate as a strategic business partner, proactively advising and empowering managers to be great people leaders. Employment policies, procedures and interventions will be simple, clear and business focused to enable the organisation to attract, retain and develop high-performing employees.

### **The way we work**

We will identify, adapt to and use technology and digital solutions, reduce reliance on paper and rationalise our use of office accommodation. Innovative solutions will transform the experience of our residents, customers and workforce alike. The way we work will also support an improved work-life balance.

### **Operating model**

Our future operating model will make the best use of our people, enable the organisational vision, reduce costs, ensure there is clarity of roles and responsibilities, support innovation and improve flexibility. We will enable the delivery of services through a flexible, streamlined and place-based approach, which will be closer and more responsive to our communities, businesses and partners.



## How we will get there

To provide a framework to prioritise what we will do, we have developed five strategic people themes that are future focused and underpinned by a strategic action plan. Each theme board, programme, project or directorate team will develop their own workforce action plans to deliver the Workforce Strategy.

Each theme describes the strategic actions against two time horizons;

- Year 1 - Strengthening our workforce and core processes (*getting the basics brilliant*) and
- Year 2 - Building on that foundation (*building the workforce of the future*).

In Year 3 we will focus on consolidating and reviewing the actions in Years 1 and 2 and planning for future years.

Our five strategic people themes are:

- Organisational design, culture, values and behaviours
- Leading our workforce
- Developing our workforce
- Treating our workforce fairly and with respect
- Supporting our workforce

A summary of our Workforce Strategy is on page 10. This is a high-level overview of the themes, our overall ambition and the main areas of focus. The detailed action plan for each theme can be found at Appendix A.

## Ownership, monitoring and review

The Council operates in a matrix way with work being undertaken within themes, programmes, projects and directorate teams. Each theme, programme, project or directorate team needs to consider its own people requirements for the coming two years (noting that some teams, e.g. short term project teams, such a plan may not be necessary). Where necessary, teams need to develop a tailored workforce action plan, based on the five strategic people themes. Progress against these plans will be monitored on a regular basis and feedback should be given to teams via normal communication and engagement channels, e.g., theme, programmes, projects and directorate team meetings, catch-ups, or 'away-days'. Individual PDR objectives should be aligned to relevant theme, programme, project and directorate workforce action plans.

Outcomes derived from the actions undertaken will be monitored on a quarterly basis, with an annual report presented to the Strategic Leadership Team (SLT), Corporate Leadership Team (CLT), Equality, Diversity, Inclusion and Cohesion Group (EDIC) and the Corporate Consultation and Negotiation Forum (CCNF). The Race, Equality, Accessibility, Diversity and Inclusion Review Action Plan is represented here at the thematic level and progress will be monitored via the READI governance structures and jointly reported back.

This strategy will be reviewed on an annual basis, or sooner should organisational direction and priorities significantly change, and it is deemed no longer fit for purpose.



## Our Workforce Strategy on a page

This is a very high-level overview of the themes, our overall ambition and the main areas of focus:

Theme	Our ambition	Areas of focus
Our organisational design, culture, values and behaviours	<p><b>Our people Choose Havering and carry out their roles in line with the organisation's values and behaviours.</b></p> <p>Everyone is confident to give feedback on both positive and negative behaviours.</p> <p><b>Our culture is one of inclusion, collaboration, innovation and creativity, where our people are curious and take personal responsibility to fulfil their potential.</b></p> <p><b>To become a learning organisation with innovation at its heart.</b></p>	<ul style="list-style-type: none"> <li>• Fully embed the organisational ICARE values and behaviours</li> <li>• The way we work</li> <li>• Target Operating Model</li> <li>• Organisation design principles</li> <li>• Fit for purpose people management policies and procedures</li> <li>• Simple, automated processes</li> </ul>
Leading our workforce	<p><b>We have forward thinking, inspirational, capable and effective leaders and managers at all levels.</b></p> <p>Decisions are made as close to the service user as possible.</p> <p>High performing teams have the authority they need to make the right decisions, quickly.</p> <p>We plan for the future, and we do it well.</p>	<ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Digital skills</li> <li>• Coaching and mentoring as the 'norm'</li> <li>• Role modelling</li> <li>• Refreshed performance management framework</li> <li>• Workforce planning</li> </ul>
Developing our workforce	<p><b>Our people have the skills and capabilities needed to perform their roles and build on their potential.</b></p> <p>Everyone takes ownership of their personal development.</p> <p>We have career and development pathways for everyone.</p>	<ul style="list-style-type: none"> <li>• Digital skills</li> <li>• Career pathways</li> <li>• Development pathways</li> <li>• Career conversations</li> <li>• Expand blended learning</li> <li>• Increase apprenticeships</li> </ul>
Treating our workforce fairly and with respect	<p><b>We celebrate diversity and our workforce is representative of Havering's communities.</b></p> <p><b>We lead an anti-discrimination, anti-racist organisation, committed to stand together to tackle harassment and abuse in the workplace.</b></p> <p><b>Our people feel free to speak up and are comfortable bringing their 'whole self' to work.</b></p> <p><b>Everyone has equality of access to opportunities, progression and development.</b></p>	<ul style="list-style-type: none"> <li>• Improve baseline data</li> <li>• Alignment with the priority actions of our Race, Equality, Ability, Diversity and Inclusion (READI) review</li> <li>• Resolution and accountability framework</li> </ul>
Supporting our workforce	<p><b>Our people are safe, healthy and well in their mental and physical wellbeing.</b></p> <p><b>We value our people, provide appropriate support and recognise their contribution.</b></p> <p><b>We listen to our people and treat them well and equitably, whatever their role or where they work.</b></p> <p><b>Our people are proud to work here.</b></p>	<ul style="list-style-type: none"> <li>• Workforce communication and engagement</li> <li>• Health and wellbeing offer</li> <li>• Reward and recognition</li> <li>• Building trust and confidence to speak up</li> </ul>

## Themed Strategic Action Plans

The following provides more detail about the actions that will be delivered under each theme and should be used as a basis for designing local plans.

Theme 1 Our organisational design, culture, values and behaviours	
<b>We will</b>	
<b>Year 1: STRENGTHEN</b> <ul style="list-style-type: none"> <li>Align the organisation to the new Target Operating Model (People, Places, Resources)</li> <li>Embed our ICARE values in our recruitment, induction and performance management processes</li> <li>Support everyone to role model and challenge behaviour when this is not in line with our ICARE values</li> <li>Design and introduce a framework to define how we will work in future, creating greater flexibility, a focus on delivering outcomes and adopting the principle of 'remote by default'</li> <li>Review and create policies and guidance to enable new ways of working</li> <li>Simplify policies, procedures and processes designing these around the user and to make them accessible and digital wherever possible</li> <li>Design and implement organisational design principles so that line managers spans of control and organisational levels are modern and fit for purpose</li> <li>Deliver 'Choose Havering' internally and develop it as our external recruitment brand</li> <li>Review the Starters and Leavers processes to ensure that both on-boarding and off-boarding experiences are as seamless as possible</li> <li>Work collaboratively with Trade Unions, Colleague Forums and our people to co-design solutions that put the customer at the heart of the outcome</li> </ul>	<b>Year 2: BUILD</b> <ul style="list-style-type: none"> <li>Review structures and align to/embed within the Target Operating Model (People, Places, Resources)</li> <li>Review how well our ICARE values are 'lived' through engagement surveys</li> <li>Continue to review and refresh policies and supporting guidance to create a streamlined, modern, fit for purpose policy framework, focused on outcomes, with documents which are fair and accessible to all</li> <li>Review our approach to dealing with conflict and grievances to focus on early resolution, mediation, collaboration and restoration</li> <li>Embed organisational design principles across the council</li> <li>Embed new ways of working (work styles) in talent attraction and on-boarding processes</li> </ul>

**MEASURES OF IMPACT**

- |                                                                                                                                                                                                                    |                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Colleague engagement (surveys)</li> <li>✓ Performance feedback and ratings</li> <li>✓ Reputation as an 'employer of choice'</li> <li>✓ Exit interview findings</li> </ul> | <ul style="list-style-type: none"> <li>✓ Reduction in formal grievances and disciplinary cases</li> <li>✓ Number of applicants for jobs</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|

**Theme 2 Leading our workforce**

<b>We will</b>	
<ul style="list-style-type: none"> <li>• <b>Year 1: STRENGTHEN</b></li> <li>• Design and deliver a new inclusive leadership development programme</li> <li>• Review and develop a fresh approach to people performance management, focused on outcomes</li> <li>• Introduce a mandatory development programme for new managers</li> <li>• Develop and pilot a workforce planning toolkit</li> <li>• Develop a framework for succession planning to grow our own internal talent</li> <li>• Review the actions necessary as a result of the corporate skills assessment recommendations</li> <li>• Prioritise leadership and management capabilities from the skills audit and design appropriate development offer to close the gap</li> <li>• Use Apprenticeships to enhance management and leadership skills</li> <li>• Improve digital inclusion by continuing to offer digital skills learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Year 2: BUILD</b></li> <li>• Implement workforce planning council-wide</li> <li>• Succession pipeline plans in place for our future leaders</li> <li>• Build on existing leadership development programme to develop leadership capability at all levels</li> <li>• Implement refreshed performance management framework</li> <li>• Encourage all leaders to develop their skills as mentors and/or coaches, and commit to supporting at least one colleague every 2 years</li> <li>• Leaders become positive role models for the rest of the Council</li> <li>• Continue to use Apprenticeships to enhance management and leadership skills</li> </ul>

**MEASURES OF IMPACT**

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Increase in the number of managers completing a L5 management or L7 senior leader Apprenticeship</li> <li>✓ Increasingly positive peer review/inspection outcomes</li> </ul> | <ul style="list-style-type: none"> <li>✓ Number of internal applicants and appointments to leadership roles</li> <li>✓ Reduction of internal complaints/grievances</li> <li>✓ Colleague engagement survey results (survey)</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Theme 3 Developing our workforce**

<b>We will</b>	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Promote continuous learning and development across the Council with all our people having regular discussions about their development needs and support to identify their 10 days of learning</li> <li>• Everyone will have a performance development review, with progression discussed on a regular basis</li> <li>• Implement a mandatory learning framework for everyone</li> <li>• Develop provision to close the skills gap identified by the skills audit</li> <li>• Introduce a future leaders' group to shadow SLT/CLT activity around our 2040 Strategy</li> <li>• Share best practice across the Council through regular all-access sessions including bringing in external speakers</li> <li>• Introduce the 70-20-10 approach to learning where people learn through on-the-job activities (projects, work shadowing, placements)</li> <li>• Promote the resources to encourage self-directed and just-in-time learning</li> <li>• Improve digital inclusion by continuing to offer digital skills learning and development</li> <li>• Provide clear guidance and information on available apprenticeships</li> <li>• Set a target for each directorate to create new apprenticeship opportunities to meet the Council's target of 2.3% of the workforce</li> <li>• Encourage and support our people to undertake an apprenticeship as part of their personal development</li> <li>• Review the need for a learning management system</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Complete a corporate skills assessment to understand gaps in skills, behaviours and confidence</li> <li>• Expand our blended learning offer to ensure our people receive the development they need, when they need it</li> <li>• Implement a digital skills development programme</li> <li>• Encourage 'career progression and development conversations' for everyone</li> <li>• Improve reporting on learning and development activity</li> <li>• Encourage all managers to develop as mentors and/or coaches, and commit to supporting at least one colleague every 2 years</li> <li>• Develop a framework for succession planning with particular focus on hard to fill posts</li> <li>• Develop a reputation for high standard of learning and development, through the provision of high quality learning and development opportunities</li> <li>• Develop and embed the 70-20-10 approach to learning at work</li> <li>• Learning sponsors to design and create the framework for career pathways for specific professional groups</li> <li>• Work with public and private sector partners in the borough to develop colleagues' skills and build improved systems leadership within the borough</li> <li>• Introduce a learning management system</li> </ul>

**MEASURES OF IMPACT**

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|-------------------------------------------------|------------------------------------------------------------------------------------------------|
| ✓ Maintain healthy turnover rates               | ✓ Significantly reduced reliance on agency workers/locums to no more than 13% of the workforce |
| ✓ Increase number of apprenticeships            |                                                                                                |
| ✓ Improve colleague engagement results (survey) | ✓ Increase number of internal promotions                                                       |

**Theme 4 Treating our workforce fairly and with respect**

We will	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Develop and deliver fit for purpose strategies and governance, e.g. the READI Strategy and Plan</li> <li>• Publish annual equality, diversity and inclusion metrics, objectives and pay gap analysis</li> <li>• Develop new guidance, templates and learning offer, to enable effective equality analysis to be undertaken</li> <li>• Develop inclusive leadership to role model and promote inclusive behaviours and challenge negative behaviours</li> <li>• All Colleague Forums to have an SLT Sponsor</li> <li>• Develop an inclusive culture, in a diverse and engaged workforce, so all colleagues can thrive</li> <li>• Introduce equality, diversity and inclusion objectives for all employees</li> <li>• Develop inclusive practice, to eliminate discrimination in all we do, e.g. a full review of all Equality, Diversity and Inclusion policies and guidance</li> <li>• Develop inclusive behaviours, so we are living the values, e.g. a comprehensive engagement programme on the ICARE values and behaviours</li> <li>• Deliver a programme of activities to support our Race Equality objectives</li> <li>• Revise and launch new Terms of Reference for Colleague Forums</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Develop and publish an Equality, Diversity and Inclusion Workforce Scorecard</li> <li>• Conduct and publish Equality Analysis and continue to grow the culture and competence to conduct effective EqHIAs</li> <li>• Continue to deliver and commission fair and inclusive services</li> <li>• Develop an inclusive culture, in a diverse and engaged workforce – becoming anti-racist, offering fair recruitment and growing informal resolution</li> <li>• Develop inclusive practice within all development activity, fair selection processes, reasonable adjustments, and flexible working arrangements</li> <li>• Develop inclusive behaviours e.g. growing the Havering Way and living the ICARE values</li> <li>• Ensure a planned programme of access audits of all Council buildings</li> <li>• Continue to deliver a programme of activities to support our Race Equality objectives</li> </ul>

**MEASURES OF IMPACT**

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| <ul style="list-style-type: none"> <li>✓ Improve colleague engagement and experience (shown in survey results)</li> <li>✓ Achievement of Excellence against the Equality Framework for Local Government</li> <li>✓ Reduction in number of bullying/harassment and discrimination complaints</li> <li>✓ Better guidance on and support for reasonable adjustments and improved work-life balance</li> </ul> | <ul style="list-style-type: none"> <li>✓ Inclusive workplace cultures and service design and delivery</li> <li>✓ Removal of bias in all recruitment and selection processes and career progression</li> <li>✓ Increase in diversity at all levels</li> <li>✓ Increasingly improving insight from colleague forums and Trade Unions</li> <li>✓ Published Equality Objectives and relevant detailed reporting</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

<b>We will</b>	
<b>Year 1: STRENGTHEN</b> <ul style="list-style-type: none"> <li>• Create a safe working environment where our people feel able to ask for support to ensure both their physical and mental wellbeing</li> <li>• Introduce an annual colleague survey and regular 'pulse' surveys</li> <li>• Actively promote positive engagement to establish a culture, where people feel listened to, valued, informed and involved</li> <li>• Implement wellbeing initiatives which improve health and reduce work related stress</li> <li>• Review wellbeing offer to support a remote and flexible workforce</li> <li>• Promote the available wellbeing resources via the wellbeing hub, internal communication channels and via managers</li> <li>• Offer an exit interview to all our people that leave us</li> </ul>	<b>Year 2: BUILD</b> <ul style="list-style-type: none"> <li>• Refresh the wellbeing offer building on the experiences of our people and available evidence</li> <li>• Explore and build or extend the wellbeing and engagement offer by working with external partners/organisations</li> <li>• Provide our managers with the skills to recognise poor mental health and have effective conversations with their teams/reports</li> <li>• Review our colleague awards programme to ensure it is reflective the behaviour/activity we want to recognise</li> <li>• Review our colleague benefits to ensure these are of value to our people</li> <li>• Use data and evidence to improve and target support for health and wellbeing</li> <li>• Continue to review and act on feedback via colleague surveys</li> </ul>

**MEASURES OF IMPACT**

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Improve colleague engagement results (surveys)</li> <li>✓ Increase take up of wellbeing interventions/initiatives</li> <li>✓ Reduction in sickness absence related to work related stress</li> </ul> | <ul style="list-style-type: none"> <li>✓ Reduction in the number of contacts received by Mental Health First Aiders in relation to work related stress</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## **Appendix B – model of workforce planning process**

Workforce planning should be seen as an ongoing cycle, not a one-off exercise, for example, to address budget pressures:



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**Appendix C – Summary findings of skills assessment indicating that there are critical and core skills gaps in the following areas:**

LEARNING NEEDS		A Outcome Leader	B Manager or Specialist	C Back office or Supporting	D Front line or Community
DISCOVER	<ul style="list-style-type: none"><li>▪ Identifying data sources</li><li>▪ Data Management and Analytics</li><li>▪ Using data to define problems and goals</li></ul>	<ul style="list-style-type: none"><li>▪ Identifying data sources</li><li>▪ Data Management and Analytics</li><li>▪ Working with Financial and Performance Data</li></ul>	<ul style="list-style-type: none"><li>▪ Identifying data sources</li><li>▪ Data Management</li><li>▪ Analysing data</li><li>▪ Producing reports and making recommendations</li></ul>	<ul style="list-style-type: none"><li>▪ Access to Learning</li></ul>	
PLAN	<ul style="list-style-type: none"><li>▪ Scenario Planning</li><li>▪ Cost Benefit Analysis</li><li>▪ Problem solving and critical thinking</li><li>▪ Collaboration</li></ul>	<ul style="list-style-type: none"><li>▪ Scenario Planning</li><li>▪ Cost Benefit Analysis</li><li>▪ Managing Stakeholders</li><li>▪ Business Case Development</li></ul>	<ul style="list-style-type: none"><li>▪ Scenario Planning</li><li>▪ Workshop design and facilitation</li><li>▪ Managing Stakeholders</li></ul>	<ul style="list-style-type: none"><li>▪ Presenting and speaking in public</li></ul>	
DO	<ul style="list-style-type: none"><li>▪ Project Management</li><li>▪ Governance</li><li>▪ Performance Management</li><li>▪ Remote management</li></ul>	<ul style="list-style-type: none"><li>▪ Project Management</li><li>▪ Governance</li><li>▪ Management skills</li><li>▪ Performance Management</li></ul>	<ul style="list-style-type: none"><li>▪ Project Management</li><li>▪ Risk Management</li><li>▪ Team working</li><li>▪ Confidence</li></ul>	<ul style="list-style-type: none"><li>▪ Dealing with Conflict</li><li>▪ Resilience and wellbeing</li></ul>	
EVALUATION	<ul style="list-style-type: none"><li>▪ Continuous Improvement</li><li>▪ Evaluation and Feedback Processes</li></ul>	<ul style="list-style-type: none"><li>▪ Continuous Improvement</li><li>▪ Writing Performance Reports</li><li>▪ Evaluation and Feedback Processes</li></ul>	<ul style="list-style-type: none"><li>▪ Continuous Improvement</li><li>▪ Measuring my impact</li><li>▪ Evaluation and Feedback Processes</li></ul>	<ul style="list-style-type: none"><li>▪ Performance and Supervision</li></ul>	
DIGITAL	<ul style="list-style-type: none"><li>▪ Microsoft 365 Fundamental</li><li>▪ Document sharing &amp; collaboration</li><li>▪ GDPR</li><li>▪ Digital Inclusion</li></ul>	<ul style="list-style-type: none"><li>▪ Microsoft 365 Fundamental</li><li>▪ Document sharing &amp; collaboration</li><li>▪ GDPR</li><li>▪ Digital Inclusion</li></ul>	<ul style="list-style-type: none"><li>▪ Microsoft 365 Fundamental</li><li>▪ GDPR</li><li>▪ Digital Inclusion</li></ul>	<ul style="list-style-type: none"><li>▪ Using Technology</li><li>▪ Microsoft 365 Fundamental Fusion</li><li>▪ </li></ul>	

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## Core People Management Development

### Priorities to deliver:

- Ways of working
- Change
- Savings
- Choose Havering
- Our People Strategy
- ICARE Values
- Climate Action



**BRIGHT  
FUTURE**

Appendix D – Core People Management Development (page 2 of 2)

Managing Self ↓	Equality Diversity & Inclusion – (currently outside of L&OD) ↓	Communication for results/relationships/collaboration ↓	Leadership ↓
Managing priorities	Creating an inclusive team environment	Emotional intelligence	Building & developing team <ul style="list-style-type: none"> <li>Managing team performance</li> <li>Decision making</li> <li>Resolving team tensions</li> <li>Leading inclusive teams</li> <li>Building effective teams</li> <li>Developing teams</li> <li>Collaborative problem solving</li> <li>Managing remote teams</li> <li>Developing people</li> <li>Leading teams through change</li> </ul>
Responding & adapting to change	Able to challenge inappropriate behaviour	Knowing self and personal impact (empathy, listening, asking questions, summarising)	Creating a high performance environment <ul style="list-style-type: none"> <li>Translating vision and purpose to achievable results</li> <li>Creating shared purpose</li> <li>Delegation</li> <li>Coaching-style conversations</li> <li>Agile working</li> </ul>
Navigating ambiguity	Confident to hold conversations about protected characteristics	Courageous conversations	Managing effectively <ul style="list-style-type: none"> <li>Managing performance</li> <li>Developing people</li> <li>Feedback giving and receiving</li> <li>Supporting wellbeing</li> <li>Managing HR processes (performance, sickness etc.)</li> <li>Recruiting the best people</li> </ul>
Managing own career & Development	Conscious Inclusion	Negotiation, persuading, influencing	
Creative problem solving & innovation (time to think)	Embracing Cultural Difference	Giving and receiving feedback	
Resilience & handling stress	Understanding bias		

# Policy

## Ways of Working

### Policy Statement

This policy sets out the Council's approach to modern ways of working that allow staff to adopt a work style that is subject to job role and service needs. Work styles are an important element of our:

- Strategy for adapting to, and thriving in a modern working environment
- Enabling an output driven engaged workforce
- Commitment to supporting a positive work-life balance for our staff

### Scope

This policy applies to all Council staff except:

- Those employed in schools
- Those employed under the JNC for Chief Executives and the JNC for Chief Officers Conditions of Service (Note: In the absence of corresponding provisions in those JNC Conditions of Service, the provisions within this policy may be applied in whole or in part)

### Principles

The purpose of these guiding principles is to provide an over-arching framework for both staff and managers to understand working arrangements in a modern workplace setting. We want to ensure that we can continue to provide excellent services to residents and communities, whilst also taking account of personal preferences and the need for our staff to retain a healthy work/life balance. We want our workforce to remain productive, engaged and healthy, whilst also making the best use of the Council's office accommodation.

The principles that articulate the Council's approach to its way of working:

- The implementation of the Council's ways of working programme is paramount to the delivery of services to its residents
- The Council's accommodation strategy will utilise work spaces in the most cost effective and efficient way using technology to optimise building occupancy levels
- The majority of staff will work remotely and reflects the Council's preferred default position. This does not constitute a change to the employment contract
- Performance will be managed on results and personal and team outcomes rather than time or presence in the workplace

- There is not a 'one-size fits all' approach to implementing varied workstyles, therefore directorates and services will have different needs and requirements
- Each team must develop their own operating practices taking full account of business needs, but also reflecting the preferences and circumstances of staff
- Workstyles will be assigned to all job roles, approved by the Council's Directors

## Resources

Access to further resources are found here (insert link)

Effective date	Review date	Owner	Approved by

# Guidance

## Ways of Working

### 1. Introduction

Our current ways of working and being an employer of choice is central to the Council's ability to efficiently provide services to its residents; cater to the wellbeing and work-life balance of staff who deliver these services with a view to protecting the environment by reducing commuting and other non-essential journeys.

The Council recognises the economic uncertainty and financial pressures being faced by the organisation, therefore a reduction in accommodation means that we need to go further. This guidance has been developed to help managers and staff understand the ways of working guiding principles and how to apply them to our respective service areas.

This will mean more economical and flexible use of office accommodation, more remote and community/field based working. It will also mean new and innovative ways of managing performance and greater flexibility about hours of work and how work is delivered.

The principle aim of the Council's approach is to support the accommodation strategy and reduce our accommodation costs. By implementing modern ways of working, the Council will deliver a more flexible customer service making the best use of technology.

### 2. Guidance aims

- Set out the Council's approach to ways of working
- Provide managers with a framework for identifying opportunities and implementing ways of working
- Set out the principles to manage people in our current working environment
- Provide staff and managers with information on work styles and the expectations of flexible working, including how to make a request to work flexibly.

### 3. Responsibilities

#### **Everyone:**

- Be honest and open about work styles, ways of working arrangements and share responsibility for making them work
- Engage with activities that promote the implementation of the ways of working programme

#### **Managers:**

- Managers are responsible for thinking about how ways of working in your team may help you to achieve your business objectives
- Ensure that health and safety requirements are adhered to
- Effectively manage individuals and your teams using the Council's performance management tools
- Ensure that staff are treated fairly with dignity and respect taking into account equality, diversity and inclusivity

#### **Staff:**

- Be open-minded about the opportunities and benefits that ways of working can create
- Be responsible for reading the relevant ways of working guidance and for considering/discussing the impact on your colleagues, the service you provide and how any issues may be overcome
- Take appropriate responsibility for health and safety. Adhere to health and safety policies and ensure that any issues are raised with your manager
- Comply with other associated guidance and policies e.g. ICT and FM
- Ensure the efficient working and performance of both yourself and your team

#### **HR&OD:**

- Responsible for keeping the policy and guidance up to date and providing advice to managers and staff

## **4. Work style definitions**

Work can be delivered in various ways, four work styles are set out below:

### **1. Remote Workers**



These roles would predominately work away from an office location with visits to offices for collaborative working and occasional desk-based tasks. These roles work independently for all/most of the week and require minimal face-to-face interaction with service users or daily direct supervision. These roles utilise MS Teams and email to interact with colleagues and service users.

Time spent on-site would involve meetings, manager interaction, training and teamwork collaboration.

**Examples:** Income Officer, Housing Officer, most traditional desk-based roles (including: Finance, HR&OD, Legal, ICT, Project roles, Business Support).



## 2. Fixed Based Workers



Resident facing colleagues and/or those who work in a fixed location/office base. Typically the post holder will spend a large proportion of their time at the fixed location.

A role where the job purpose can only be achieved at a specified location with a dedicated desk or team work area and cannot reasonably be conducted elsewhere.

**Examples:** Library staff, Registrars, Reception staff, Facilities Management, Customer Service staff (where customer facing).

## 3. Community Based Workers



These roles spend a lot of their time working within our wider community, but are also likely to have a base office building. Their role dictates when and where they work.

Their main job purpose can be achieved through client meetings, visits, project work and reports in order to provide a service to internal/external customers.

These colleagues may need to conduct some desk-based activities, but they will work away from their office base for much of the time.

**Examples:** Social Worker, Education Welfare Officer, Trading Standards Officer, Highways Inspector, Highways Maintenance Officer/Operative, Youth Workers Enforcement Officer.

## 4. Field Based Workers



Roles that are working in the community. Their role dictates when and where they work. These are active roles that have no or rare requirement for desk or office-based activities except for occasional access to pick up equipment to undertake their role.

**Examples:** CCTV Operator, School Crossing Patrol, Mini Bus Driver, Passenger, Transport Assistant, Kitchen Assistant, Caretaker, Street Cleansing Operative Bereavement Services Operative.

## 5. Hours of work

It is assumed that staff will work their normal working hours. If this is not the case and staff wish to exercise personal flexibility, the arrangements should be agreed with their line manager and the team should be aware of when colleagues are available and working. It is important to make use of tools such as shared calendars and out-of-office messaging and utilising Microsoft Teams to help colleagues be aware of who is working and when. Irrespective of the work style or working hours staff must be available for customer contact, meetings and collaborative activities.

The Council encourages personal flexibility however, if staff wish to continue to use the Council's flexi-time scheme this will remain in place and staff should record their working time in the usual way.

## **6. Technology & equipment**

Equipment needed to carry out a role will be provided by the Council and remains its property. Staff are required to take good care of any equipment provided to them which may include laptops; mobile phones; allowing system updates to be installed; ensuring devices are used only for the purposes they are supplied for in line with Council appropriate usage policies (insert link to details of kit according to work style).

Staff should notify their line manager and the ICT helpdesk of any faults with the equipment. Equipment that is returned damaged through negligence or misuse may result in either requests for compensation or disciplinary action if damage is considered to be intentional or deliberate.

As appropriate staff using Display Screen Equipment (DSE) will need to carry out a risk assessment to ensure that health and safety standards are being met (include links).

Managers are responsible for ensuring that all Council issued devices they request for their staff are returned via the appropriate process (insert link). Staff who are supplied with council-issued equipment must return them prior to leaving the Council. (Insert link)

## **7. Working from abroad**

The Council is committed to agile working and there may be circumstances where it is appropriate to work from abroad. Not all roles can be undertaken remotely and so it may not be possible to accommodate working from abroad requests due to the nature of the job role and work style. However, depending upon the outputs required and other factors, staff may in exceptional circumstances work from abroad for a defined period so long as:

- It is a family emergency or similar
- The application is for a defined period of no more than 6 weeks.
- The role can be performed from a remote, overseas location.

There is no right to work from abroad and managers will need to consider carefully whether any such request can be accommodated without negatively impacting service delivery (Insert link to guidance).

## **8. Security**

The security of sensitive information is essential, and colleagues must ensure it is protected, kept safe and only used for legitimate purposes. The Council encourages its staff to work in a paperless environment. The generation of paper documentation is actively discouraged. Staff should ensure that they are familiar with information security, cyber security and information governance policies and that their use of information is compliant with these (Insert links to guidance and policies)

## **9. Travel expenses**

All staff have an assigned place of work at a Havering Council location, this is the contractual base of staff for HMRC, mileage/travel claims, and other expenses purposes. A major benefit of remote working is its positive impact in reducing commuting and business travel. Staff should carefully consider the need for business travel, especially to attend meetings that could be conducted successfully by other means. Where travel is deemed essential, current rules governing reimbursement will apply, please see the Travel Expense Policy.

## 10. Performance management

Managing staff in a multi-faceted environment can be a challenge, as their contribution may be less obvious to a line manager who is not present to witness the impact. However staff should be valued for their performance rather than the number of hours they work.

Managers should focus on what staff achieve and how they achieve it. Staff need to understand:

- What they are expected to do
- The method of agreeing/monitoring workload
- How success will be measured
- How this feeds into the performance management process
- What communication is required from them
- How the line manager will communicate with them.

(Insert link to performance management docs)

## 11. Attending the workplace and booking desks

Remote Workers should work from remote locations e.g. home where possible, and must only use Council buildings for work if it is [essential](#), so that colleagues who have to work from the office have the facilities to do so. This is part of the Council's way of working. If you need to attend the Town Hall Campus you can book a desk using the Desk Booking App [here](#).

## 12. Parking

Staff may park at the following car parks using virtual permits called MiPermit provided by a company called Chipside Ltd:

Area	Car Park	
Romford	Town Hall	Accessed from Park End Road on weekdays
Romford	Angel Way	Staff virtual parking permits are not valid on weekends

Romford	Como Street	
Hornchurch	Billet Lane	
Hornchurch	Keswick Avenue	
Rainham	Viking Way	
Elm Park	St Nicholas Avenue East	
Upminster	Corbets Tey	

Line managers will need to create an online account for members of their team before they are granted access staff parking. MiPermit is an app you can download from [Google Play](#) or the iPhone [App Store](#). Managers should refer to the parking guide [here](#) to enable parking for your staff. Staff can access the parking application guide [here](#).

### 13. Sickness absence

When working remotely, staff are not expected to work if they are unwell. If staff is sick and unable to work, the Council's sickness absence reporting procedure applies as it would if staff were attending the workplace.

### 14. Well-being

Employees should ensure they are not overworking 'downtime' from work is essential. To help maintain overall wellbeing, employees should take adequate rest breaks:

- Take at least 30 minutes for lunch each day
- Even when busy, it is essential to find the time to take a break
- Ensure the time period between stopping work one day and beginning the next is not less than 11 hours
- It is important to move from your workstation at regular intervals to walk around and keep moving.  
(Insert link to well-being hub)

Effective date	Review date	Owner	Approved by

# Policy

## Travel Expenses

### Policy Statement

All staff have an assigned place of work at a Havering Council location, this is the contractual base of staff for HMRC mileage, travel claims, and other expenses purposes.

### Scope

This policy applies to all Council employees except:

- Those employed in schools
- Those employed under the JNC for Chief Executives and the JNC for Chief Officers Conditions of Service (Note: In the absence of corresponding provisions in those JNC Conditions of Service, the provisions within this policy may be applied in whole or in part)

### Principles

- The travel expenses policy supports the Council's green agenda
- Staff should carefully consider whether there is the need for business travel, especially to attend meetings that could be conducted successfully by other means

### Claiming Travel Expenses

- Staff intending to use their own vehicles in the course of duties must ensure that their vehicle:
  - is roadworthy
  - is covered by insurance for business use
  - staff must have valid driving licence.

Staff who are unable to meet these basic requirements may not use their vehicles for work purposes under any circumstances.

- All mileage claims must be for Council business. Staff who wish to reclaim business mileage costs should first seek prior authorisation from their manager before the journey.

- Journeys undertaken for the purposes of commuting between a staff member's home and workplace are the personal responsibility of the staff member and will not be reimbursed by the Council.
- Where a journey is undertaken for the purpose of commuting between a staff member's home and a place of work outside of the London Borough of Havering, the staff member may claim reimbursement for the difference in cost (if using public transport) or mileage (if using own vehicle) between that journey and the staffs ordinary journey to their workplace (insert link).

## Resources

Access to further resources are found here (insert link)

Effective date	Review date	Owner	Approved by
		HR&OD	

# Policy

## Working from Abroad

### Policy Statement

- The Council is committed to working in new and different ways to maximise its performance and attract talent.
- We trust our staff to deliver excellent services to customers in an agile and flexible way.
- We uphold our ICARE values and behaviours.

### Scope

This policy applies to all Council employees except:

- Those employed in schools
- Those employed under the JNC for Chief Executives and the JNC for Chief Officers Conditions of Service (Note: In the absence of corresponding provisions in those JNC Conditions of Service, the provisions within this policy may be applied in whole or in part)

### Principles

The principles that articulate the Council's approach are:

- The extent to which an application to work from abroad can be approved will depend on the role, therefore some roles will not be eligible.
- Applications to work from abroad will be for a defined period of no more than 3 months.
- While working from abroad staff will continue to be employed on their existing contracts.
- Staff must ensure the safety of devices and confidentiality when accessing information on the Council's IT network.

### Resources

Access to further resources are found here (insert link)

Effective date	Review date	Owner	Approved by
		HR&OD	

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# Procedure

## Working from Abroad

### 1. Introduction

This policy is applicable to Council employees and provides the necessary framework to apply to work from abroad for an agreed short-term period of time. It is not intended to facilitate employees being permanently based in another country or to take/extend a 'normal' holiday, employees should use annual leave.

The Council is committed to agile working and there may be circumstances where it is an option/appropriate to work from abroad. This is a complex area and employees who wish to propose that they spend a period of time working from abroad should discuss this with their manager at the earliest opportunity and follow the procedure set out in this document. There is no right to work from abroad and managers will need to consider carefully whether any such request can be accommodated without impacting service delivery. There are other important considerations the manager must take into account, including for example, access to the Council's IT Network.

The Risk Assessment (See Appendix A) must be completed by the employee and will be carefully reviewed by the manager to inform the decision on whether to agree the employee's request.

### 2. Eligibility

Not all roles can be undertaken remotely and so it may not be possible to accommodate working from abroad requests due to the nature of the employee's job role. However, depending upon the outputs required and other factors, employees may work from abroad for a defined period so long as:

- The application is for a defined period of no more than 3 months.
- The employee follows the correct application procedure and their application is approved in advance.
- Applications should not be made retrospectively.
- The employee's role can be performed from a remote, overseas location.
- The employee understands that their contract of employment continues to be governed solely by English law and that the employee is liable for any and all tax and other similar costs they incur as a result of working abroad.
- The employee must be able to fulfil all their duties, to the required standard, remotely.
- Arrangements put in place, agreed and recorded with their manager are adhered to.
- The employee returns to their place of work when required and accepts all liability for additional fees and incidents relating to their travel.

### 3. Responsibilities

**Managers:**

- Familiarise yourself with the Working from Abroad Procedure and Information Assurance guidance note
- Ensure staff can fulfil duties while working from abroad
- Ensure applications have gone through the appropriate approval process
- Regularly review working arrangements where applications are approved

**Staff:**

- Familiarise yourself with the Working from Abroad Procedure and Information Assurance guidance note
- Follow the correct application and approval process in advance of travel
- Can fulfil duties while working from abroad
- Maintain regular contact with Manager, immediately notifying them of any issues affecting your ability to work
- Be prepared to return to the UK if a reasonable request to do so is made by the Council

**HR&OD:**

- Responsible for keeping the policy and procedure up to date and
- Providing advice to staff and managers

## 4. Application Process

Employees must have completed their probationary period before an application can be granted.

Employees who would like to request working remotely from abroad will be required to submit a request in writing clearly stating why the application is being made, for how long, the arrangements they will make to ensure duties are carried out etc., and complete the Working from Abroad Risk Assessment so that any potential risks, issues and impact can be considered. The application and completed form should be sent to their line manager and Director who will reach a decision to approve the request or not. Applications cannot be made retrospectively.

Once the line manager has answered all questions satisfactorily and access can be approved in line with the policy, the following details only should be sent to the Cyber Security Team [Cyber-Security@onesource.co.uk](mailto:Cyber-Security@onesource.co.uk):

- Employee name
- Destination country
- Dates of working from abroad period.

The application form should be sent to [people.establishment@onesource.co.uk](mailto:people.establishment@onesource.co.uk) to be placed on the employee's personal file.

## 5. Essential Criteria

The following essential criteria must be met or the request will be denied:

- The employee's role does not require direct access to systems that hold personal data owned by partner organisations, for example NHS, Metropolitan Police, DWP, as access to those is only possible from within the UK.
- The employee does not work in a role that requires them to be physically present or available during core or specified hours.
- The employee must be prepared to return to the UK if a reasonable request to do so is made by the Council.

## 6. Additional Factors

Managers are required to assess and agree the individual risk assessment and will consider a series of additional factors when deciding whether to accept the request. Also refer to Working from Abroad IT Guidance ([insert link](#)).

Factor	Potential Issues and Solutions
Role	Can the role be carried out to required standards from the proposed location?
Length of time	Is this reasonable? Does it pose a potential detriment to service delivery?
Risk assessment	Risks to individuals and data must be identified and the actions proposed to mitigate them recorded.
Outcomes	The means by which a colleague will keep in regular contact with their manager and teams should be set out in detail. The employee cannot plan to miss regular meetings and 'catch – up' later.
Working hours covered	Covering team activities, attendance at meetings, time zone differences.
Use of sensitive data	Data protection issues.
Destination, environment	Negative impact on employee's health affecting ability to carry out work.
Emergency contact details	Unable to reach employee. Ensure details are updated in Fusion.
IT / Network	Unable to access suitable network. Issues of coverage and accessibility. Equipment issues.

## 7. Further Information

- Requests to work from abroad permanently will not be granted.
- Authority to work from abroad for a defined period is not a right.
- Salaries will only be paid as though the employee was in the UK with all relevant deductions made and into an account deemed suitable by the Head of People Transactional Services.

- Requests cannot run consecutively.
- All agreed requests are subject to regular review.
- Managers and employees will agree core hours and day to day availability expectations to ensure there is no service disruption.
- Employees must carry out their duties as normal including virtual attendance at team meetings, one to ones etc.
- Employees may face unexpected issues when they reach their destination abroad, for example network connectivity or travel restrictions. It is the employee's responsibility to have a contingency plan in place. Employees will need to agree a period of annual or unpaid leave to cover the duration of the stay if such issues cannot be resolved.
- If an employee becomes unwell while abroad they must follow the Sickness Absence Management Procedure and inform their manager. However, this will not usually result in the authorised period being extended.
- All arrangements in the submitted Risk Assessment as agreed must be adhered to.
- If it is apparent that the arrangements in place are not sufficient and performance is being affected, or if role requirements have changed and there is a requirement to attend the office in person, the arrangements (which are subject to a weekly review) can be cancelled by the Council at its discretion.
- Arrangements made must be recorded.

## 8. Senior Information Risk Owner Exceptions

There may be circumstances when Information Governance and Security considerations lead to a request being denied. Should the Head of Service decide that, based on business need, the request should be granted, an application for an exception must be made to the SIRO (Senior Information Risk Owner) via the DPO (Data Protection Officer). The SIRO's decision will be final.

## 9. Cyber Security and Data Protection Considerations

Working from abroad presents compliance issues under data protection and technical security compliance. If you have been approved to work from abroad, accessing your services must be performed via one of the recommended approaches, see link below.

Use a personal device to connect to your remote desktop service located [here](#).

Taking a corporate device abroad is not recommended as it may contain information that should reside within the UK. Using a VPN is not recommended and may be disconnected by the security team if used from another country to protect the Council's systems. The full technical note is found [here](#) (insert link).

Effective date	Review date	Owner	Approved by
		HR&OD	

# Policy

## Recruitment & Selection

### Policy Statement

- The Council is committed to recruiting a high-quality workforce with the appropriate expertise and experience and, as an employer, ensuring adherence to its Equality in Employment Policy and the Equality Act 2010 at all stages of the Recruitment and Selection process.
- The Recruitment and Selection process must be a fair, systematic, efficient and effective and ensure equality of opportunity. Appointments must be made in accordance with all relevant statutory obligations, codes of practice, and the processes contained within this document.

### Scope

This policy is applicable to all staff employed by the Council undertaking any Recruitment and Selection for all posts including:

- All non-school vacancies which are classified as permanent
- All vacancies in the Music School and Adult Education
- Fixed Term Contract (FTC) or casual/sessional contracts

Staff employed on JNC Chief Executive, JNC Chief Officer and staff in Schools are excluded. Recruitment for schools is covered by a separate policy and procedure.

This policy does not form part of the contract of employment; however, employees are bound by the provision of this policy, which may be amended from time to time.

### Principles

The principles that articulate the Council's approach to Recruitment and Selection:

- The Council seeks to promote a positive approach to equality and diversity during the recruitment and selection process. To ensure discrimination and stereotyping play no part in the process but most importantly, valuing differences between people and understanding the positive benefits for the Council of employing a diverse range of talented people.

- The Recruitment and Selection process should be free from bias on the grounds of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity as stated in the Equality Act 2010. In making the final selection, hiring managers should ensure that decision is objective and free from personal opinions, attitudes and prejudices.
- The Council values the diversity of its workforce and aims to ensure that staff taking part in the Recruitment and Selection process adhere to these standards.
- All hiring managers must satisfy themselves that they are confident and competent in arriving at a fair decision at each point of the Recruitment and Selection process.

## Resources

Access to further resources are found here:

Recruitment and Selection Procedure (insert link)

Recruitment and Selection Toolkit (insert link)

Equality in Employment Policy (insert link)

Effective date	Review date	Owner	Approved by
		HR&OD	



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# Procedure

## Recruitment & Selection

### 1. Introduction

The Council recognises that its staff are fundamental to its success. This procedure supports the Council's Recruitment and Selection Policy ([insert link](#)) to ensure we recruit the best candidate based on merit. There are a number of key stages in recruiting and selecting for a post, these are detailed below.

### 2. Key Stages

**Link all listed below into the sections in the body of the document**

- Responsibilities
- Establishing a Vacancy
- Authority to Recruit
- Advertising the Vacancy
- Applicant Management
- Issuing the Contract
- On boarding
- Employment Checks

### 3. Responsibilities

**Heads of Service:**

- Ensure all hiring managers in their service areas adhere to this policy.
- Ensure all hiring manager are able to use the Council's online recruitment system.
- Ensure that the hiring manager is recruiting within budget.
- Ensure that the hiring manager is recruiting to an established post.
- Ensure that the hiring manager is trained appropriately to undertake recruitment.
- Approve any Employment Check Risk Assessment ([insert link to toolkit](#)) undertaken prior to start date.

## **Hiring Managers:**

- Obtain the necessary approval from their Head of Service to recruit to the vacant post (new or existing) prior to commencing the recruitment.
- Ensure that Recruitment and Selection is carried out in a timely, fair and equitable manner with adherence to this policy and its procedures.
- Attend relevant, mandatory Recruitment and Selection training to understand the policy and procedural requirements and to gain the necessary skills and knowledge to fulfil their role.
- Ensure provisions of the Equality Act 2010 are followed throughout the process
- Ensure there is a vacant position to recruit into.
- Ensure the job profile is up to date, evaluated and all tasks/duties and attributes contained therein are applicable for the vacant position at the time of request for permission.
- Write text for the advert of the role (even if only advertising internally).
- When advertising a job you should use the Council's online recruitment system (insert link).
- Raise all recruitment requisitions via the Council's online recruitment system (insert link).
- Provide all relevant information requested at requisition stage, in order that the Employee Services team have all they need to proceed with recruitment.
- Prepare interview questions.
- Take overall management of the selection process, including short-listing, interview scheduling, co-ordinating the interview panel, room bookings and making sure any reasonable adjustments required for candidates are made on the day of interview.
- Take comprehensive notes during the interview.
- Provide reasonable adjustment for any applicant as and when required using Council's online recruitment system (insert link).
- Ensure diversity amongst the interview panel.
- Ensure the panel consist of at least three people.
- Verbally inform the successful candidate of the offer.
- Inform Employee Services of the appointment as soon as possible by completion of the defined conditions form on the Council's online recruitment system (insert link).
- Complete and upload all interview paperwork in a timely manner onto the Council's online recruitment system (insert link) to avoid delays in the issuing of contracts, pre-employment checks and the on boarding process.
- Inform unsuccessful candidates following interview and provide feedback if requested.
- Agree a start date with the successful candidate and inform Employee Services as soon as known. This should be no earlier than 28 days from the date of appointment in order to allow time for employment checks to clear.
- Complete an Employment Checks Risk Assessment (insert link to toolkit), if the hiring service wish for the successful candidate to commence employment prior to all satisfactory employment checks being received. This must be approved by the Head of Service and sent to Employee Services prior to the start date.

- Make arrangements for the ICT system access and ID card to be ready for the start date by submitting the relevant requests via the e-Resourcing portal on the Council's intranet using the New Starter Guide (insert link) and the New Starter Dash Form (insert link to toolkit).
- Confirm arrangements for the successful candidate's first day using the Induction Checklist (insert link to toolkit).
- Ensure successful candidates complete the new starter form on their start date in order that their salary payment can be set up.
- Supporting new starters with the agreed working styles.
- Managers should help new starters settle in, so that they do not feel isolated. For example, you should:
  - Work through the induction pack with the employee and follow up with an email of an agreed plan and induction material i.e. Induction pack, service plan.
  - give them clear guidance and schedule, assign them a mentor/buddy
  - Organise team and individual introduction meetings during their first week
  - Explain the structure of the team and how it fit their roles and the wider organisation goals and priorities.
  - Ensure all documentation as listed in the induction pack is shared with the employee, along with any wider documents relating to the work they will be carrying out.
- Hiring managers will be held accountable for adhering to the Recruitment and Selection Policy and following due process for all recruitment undertaken. Failure to do so may result in disciplinary action.

#### **HR Operations Team:**

- Provide advice and guidance on the Recruitment and Selection Policy (insert link to policy) and procedure.
- Provide advice and guidance on reasonable adjustments for candidates indicating they have a disability.
- Manage overseas visa applications.
- Support hiring managers on large scale recruitment campaigns.
- Support hiring managers on issues regarding positive Disclosure and Barring.
- Provide advice and guidance on withdrawal of offers of employment and contract termination.

#### **Employee Service Team:**

- Provide advice and guidance on the Recruitment and Selection procedure.
- Check all recruitment requisitions received via the Council's online recruitment system to confirm all required information has been received and approve to commence the advertising process.
- Place job adverts accordingly via the Council's online recruitment system (insert link), liaising with the hiring manager if necessary.
- Issue subject to contracts, offer letters, and a new starter form to successful candidates within 7 working days of receipt of appointment details via the Council's online recruitment system (insert link).

- Support managers and successful candidates progress their pre-employment checks.
- Where necessary collate all paperwork associated with applications for permissions to work in the UK.
- Set up successful candidates on the Council's payroll system once a start date has been confirmed by the hiring manager.

## 4. Establishing a Vacancy

- A vacancy can arise from a resignation, creation of a new post or re-structure, maternity/paternity leave or other long-term absence.
- Once a vacancy has been identified, the hiring manager must ensure that an up to date and accurate job profile is in place.
- Should the post not exist within the hiring manager's establishment, a newly created post is also needed, and the hiring manager is required to complete a form for creating, deleting or amending a post via Fusion system (insert link).
- Creation of a new post normally constitutes a restructure and therefore the manager will need to go through the Organisational Change process (defined by the Organisational Change Policy and Procedure insert link) to do so.

### Job Profile

- It is the responsibility of the hiring manager to draft the job profile for the post to be advertised using the Council's template. The content should be directly related to the purpose, tasks performed by and out-puts expected of the position.
- Consideration must be given as to whether:
  - There is sufficient budget for the post.
  - The business needs of the service have changed.
  - The post should continue in the same manner.
  - The post requires the post holder to have a Disclosure and Barring Service (DBS), driving licenses, specific qualifications (HCPC, NMC etc.).
  - The post is politically restricted.
- Guidance on DBS and political restriction can be obtained from the Council's intranet or HR Operations.
- The job profile should include the following:
  - A brief outline of the job's purpose.
  - Details about the main responsibilities of the role. For example, processing invoices and dealing with customers is more informative than general office administration.
  - A brief explanation of the importance of the role and how it fits into the service; including other duties and responsibilities.
  - The salary and pay grade of the role.

- Job profiles must not differentiate whether the job could be undertaken on a full-time or job share basis.

### **Job Competencies**

- The competencies for a post provide details of the abilities, qualifications, skills, experience, personal qualities and knowledge required to fulfil the duties identified in the Job description which can be measured at any point in the selection process.
- Only essential criteria are to be included in the job competencies to ensure a fair and transparent selection process.
- Job competencies are a key part of the recruitment process and used to compile the job advertisement, define the criteria for shortlisting and assist with structuring the interview questions.

### **Job Evaluation**

- Job profiles for all newly created posts or any changes to increase or decrease duties/responsibilities in existing Job profiles must be sent to HR Operations to be evaluated in line with the Council's Job Evaluation Process (insert link), prior to being advertised

## **5. Authority to Recruit**

- Hiring managers are held accountable for the recruitments that they undertake. It is therefore a mandatory requirement of this policy that hiring managers obtain the necessary authority to recruit to a vacant post (new or existing).
- Prior to submitting a request to recruit (requisition) via the Council's online recruitment system (insert link), hiring managers must confirm they have:
  - The budget in place to fund the post.
  - An up-to-date and evaluated job profile for the vacant post.
  - A valid position number for the vacant post.
  - Received approval from the Head of Service to recruit to the vacant post.
- Hiring managers will be required to complete a declaration to confirm they have the appropriate authority to recruit to the vacant post and upload the up-to-date job profile and advert text via the Council's online recruitment system as part of the requisition process.
- Employee Services will not proceed with the recruitment until all required declarations and documentation are received.

## 6. Advertising the Vacancy

- Once a vacancy has been established and authority has been obtained to recruit, Hiring Managers must draft the advert using the Council's Advert template (insert link to toolkit) and submit a request to recruit (requisition) via the Council's online recruitment system (insert link), completing the necessary declaration and uploading the required documentation.
- This requisition includes details such as the job title, contract type, pay, hours and terms, along with a closing date and DBS requirement if needed. Hiring managers should therefore have all job information to hand.
- Employee Services will check the requisition to confirm all required information has been received and approve via the Council's online system to commence the advertising process.
- Employee Services will post **ALL** job advert live for internal staff and redeployees in the first instance, within 2 working days of their approval. This internal advert is to be posted for a minimum of 7-10 working days before being posted externally. (exceptions may apply).
- All applications will be made via the Council's online recruitment system (insert link). Exceptions to this rule will be made for individuals with visual impairments and/or those with learning disabilities; in such instances paper or specialised application forms will be accepted.

### Redeployees

- The Council wishes to retain its staff, where their jobs are at risk of redundancy; and thereby their skills and experience where at all possible.
- Redeployees are considered priority candidates for all job vacancies unless the post is deemed exempt from redeployment, e.g. specialist roles. All vacancies in the Council are advertised internally; redeployees are given priority by being considered first if they meet the minimum criteria for the role.
- Further information can be found in the Council's Redeployment and Skills Policy (insert link to policy).

### External Recruitment

- All posts are externally advertised free of charge on the Council's website and JobsGoPublic.
- Where a decision is made to advertise a post externally using other media, any costs incurred must be paid for in full by the recruiting service. The Council is part of the London Boroughs Recruitment Partnership (LBRP) and uses a set contract provider for recruitment advertising. All media bookings must be done via this contract. No bookings are permitted to be made directly with any other media.

- Vacancies published should remain open for a minimum of 10 working days. If a vacancy has been advertised in a printed publication, special attention should be made to ensure the vacancy is open to applicants for the entire duration the publication is in-date.
- If a vacancy needs to be re-advertised (either because suitable applicants could not be found, or the suitable applicant declined the offer of employment, resigned shortly after taking up the post) the hiring manager can go back to candidate shortlist up to 3 months' application closure date, to see if there are other suitable candidates who are still interested in the post.
- Should the decision be taken to re-advertise the post, the Council reserves the right to indicate that previous external applicants to this specific post need not apply. These rules should only apply within a six-month window of the original appointment.

## 7. Applicant Management

### Shortlisting

- Once the job advert has closed, it is the responsibility of the hiring manager and recruitment panel to shortlist applications made using the pre-established criteria in the job profile and competencies.
- Shortlisting should be completed within 3 working days of the job advert closing.
- The Council's Shortlisting Matrix (insert link to toolkit) must be completed to record the outcome of the shortlisting and uploaded via the Council's online recruitment system (insert link).
- Priority shortlisting and interviews must be offered to redeployees that have applied for the position and meet the minimum criteria. Other applicants should not be considered until the hiring manager is satisfied that there are no suitable redeployees that have applied.
- There may be situations where the shortlisting process leads to a large number of candidates who will potentially go forward to the next stage. In these cases, the hiring manager should consider using one or more additional assessment methods to reduce to a manageable number of candidates.
- Further guidance on the Council's shortlisting process can be found on the Council's intranet.

### Disability Confident Scheme

- The Council participates in the Disability Confident Employer Scheme. Applicants who have identified themselves as wanting to be considered under this guaranteed interview scheme must be offered an interview if they meet the essential shortlisting criteria for the post.



- It is the responsibility of the hiring manager to ensure that any disabled applicant who meets the minimum essential criteria is offered an interview.
- Panel members should also be aware of the duty to make reasonable adjustments for any candidate with a disability and refer to guidance on reasonable adjustments. It is the hiring manager's responsibility to contact applicants prior to the interview date to ask if any reasonable adjustment is needed for any part of the recruitment process.
- Examples of reasonable adjustments could include:
  - Changing the interview location for an applicant who has mobility impairments to enable wheelchair access.
  - Ensuring there is no background noise for a candidate with a hearing impairment or provision of an induction loop.
  - Allowing an applicant with a learning disability to be accompanied by a helper at the interview.
  - Allowing more time for tests for people who are dyslexic.

## **Selection**

- Technology is changing the way we recruit, with video/ virtual interviewing becoming increasingly popular and necessary. Increasingly organisations across the UK are embracing technology to modernise their interview processes, recognising that video interviewing can reduce 'time to hire' by up to 50% and negate physical presence.
- During the COVID-19 pandemic, face-to-face interviewing has become nearly impossible for hiring managers. As we adapt to government guidelines, we are discovering different approaches to conducting the selection, interview and hiring processes. See the Recruitment and Selection Virtual guidance (insert link) for more advice.
- The following applies whether an interview or selection event is held physically or virtually.

## **Recruitment Panels**

- Recruitment panels are responsible for shortlisting and selecting a candidate to fill a vacant role.
- The panel's primary responsibility is to ensure that recruitment to the vacant role is undertaken in line with this policy, which has been designed to ensure that recruitment is always open, fair and transparent.
- All panels' members new to recruitment are required to complete the Recruitment and Selection course (insert link) prior to any interview taking place, this course is strongly advised for experienced recruiters. Mandatory Training is available on the Learning & Organisational Development page under Mandatory Training (sharepoint.com) (insert link).



- The Interview panel should meet prior to the interview to write the interview questions and structure of the day. Questions to be asked at interview should always be prepared beforehand and should not be released to the candidates.
- Interview panels should comprise of the hiring manager and two of their peers. There is no requirement for everyone on a recruitment panel to be more senior than the role that is being filled. Involving employees at the same, or a lower, grade can positively enhance the panel's perspective and offer a valuable development opportunity to the participating employee(s). Similar benefits can be achieved by involving colleagues from outside the recruiting service.
- The diversity of the panel should reflect the Council's commitment to diversity, inclusion and equality in the workplace. Recruitment panels must always be diverse. Research shows that when employers use diverse panels, they consistently recruit more diverse candidates. Diverse panels will:
  - Promote the council to candidates by demonstrating our commitment to diversity, inclusion and living our ICARE values (insert link).
  - Provide candidates with greater confidence that they will be assessed fairly.
  - Lead to better selection decisions by reducing the impact of unconscious bias.
  - Create opportunity for more employees to be involved in recruiting new colleagues.
  - Reinforce the council's commitment to ensuring that recruitment is always open, fair and transparent.
- Diverse recruitment panels cover many different aspects to diversity. It includes those characteristics protected by the Equality Act: age, disability, ethnicity, gender and gender reassignment, marriage and civil partnership status, pregnancy and maternity status, religion or belief and sexual orientation. It also extends beyond the definitions in the Act to include characteristics such as accents, communication style, physical appearance and socio-economic status, as well as the wider lived and cultural experiences that contribute to shaping our individual identities.
- No one panel can represent all these aspects of diversity and, in any case, not all diversity is visually apparent. Recruitment panels should be assembled thoughtfully with the aim of conveying to candidates that "diversity exists here" and guarding against sameness and groupthink. As a minimum:
  - All panels should consist of at least three people.
  - All panels should be ethnically diverse and no panel should consist of people who all share the same ethnicity.
  - All panels should be gender diverse.
- If a recruitment process includes the use of stakeholder panels, they should be diverse and assembled in line with this policy.
- From time to time, there may be practical factors that impact on compliance with this policy – for example, if a panel member is unwell on the day of interviews and their absence reduces the diversity of the panel. In these circumstances, the recruitment process may continue so long as the hiring manager has obtained approval from their Director.

- All the recruitment panel guidance provided in this policy should be followed whenever a manager wishes to fill a permanent, fixed-term or casual/sessional vacancy including secondments or acting up opportunities.

## **Interviews**

- All candidates must be asked the same questions. It is fair to ask additional or probing questions to encourage the interviewee to provide their best response, but the panel must be consistent in this approach.
- Certain lines of interview questioning could be deemed discriminatory under the Equality Act 2010 and should therefore be avoided. These include questions about:
  - Nationality, place of birth, ethnicity or religion: While it's perfectly acceptable to ask questions relating to a prospective employee's right to work in the UK, questions about their nationality, ethnicity or religion should be avoided.
  - Marital status, children, lifestyle choices and sexuality: Questions around these areas should be avoided as they could be considered discriminatory - for example, questioning a recently married woman about her plans to have children, with a view to determining the likelihood of her taking maternity leave in future.
  - Illness, disability, height or weight: It's not acceptable to ask an interviewee about significant time taken off sick from a previous position until a job offer has been made. The Equality Act makes it unlawful to ask health related questions of job applicants unless a job offer has been made.
  - Age: Beyond establishing that an applicant meets age requirements for a particular job, further questions could be deemed discriminatory, such as asking older applicants when they plan to retire.
- Hiring managers are required to undertake the Council's Unconscious Bias training (insert link) to raise their awareness in this area.
- The scoring matrix for each question should be determined before the interview takes place. All members of the interview panel must complete the Interview Assessment Form for each individual and score at the end of each interview. All forms must be signed and dated by each member of the panel for each candidate. Notes and scores for each candidate should be tallied before interviewing the next candidate.
- After the final interview, the whole panel should, wherever possible, be part of the final decision whereby all candidates are compared, and a conclusion reached. All interview notes should be handed to the hiring manager to upload via the Council's online recruitment system (insert link).

## **Interview planning**

- Interview planning is essential to ensure appropriate questions are asked and relevant information is obtained to enable the interviewers to assess the candidate against the job profile/person specification.

- It is important to remember the objectives of the Interview:
  - To determine whether the candidate is suitable for the post.
  - To determine whether the job and the Council are suitable for the candidate.
  - To create within the candidate a feeling of fair treatment.
- The interview format should be planned in advance to ensure everything is covered and important information is not missed. It also allows the opportunity to anticipate questions that might come up in the interview. An appropriate amount of time for each interview should be allocated. The length of the interview will depend on the role, the seniority and the type of Interview, but should be a minimum of 30 minutes.

### **Interview questions**

- The interview questions should be set in advance to meet the objectives above and should be based on the job description and person specification in collaboration with panel members and the questions must not be based on personal information or views irrelevant to the job.
- The best way to explore the facts is to encourage the candidate to talk freely, i.e. ask open-ended questions starting with „how“, „what“, „why“, „when“ or „where“. The panel should identify and agree the required standards of performance and how to record them.
- For guidance on how to write interview questions refer to HR/Resourcing (insert link).

### **Assessment**

- It is normal practice for selection to include an interview, however, selection may comprise a combination of assessment types including relevant vocational/technical tests, psychometric tests, presentations or several stages of interview.
- Hiring managers should always seek advice from HR Operations (insert link) for all tests, especially off the shelf psychometric tests including verbal/numerical reasoning and personality questionnaires.
- Executive/Senior level recruitment should consider Psychometric, behavioural assessment where possible to assist in selection, for further information contact HR/Resourcing (insert link).

### **Notification of Outcome**

- Following the selection process the Hiring Manager must contact the unsuccessful Candidate to make a verbal offer of employment, explaining that this is subject to satisfactory employment checks.
- The hiring manager is also responsible for advising unsuccessful candidates of the outcome and, where applicable, giving verbal feedback. Feedback should be useful,

constructive and not a discussion about the interview, with no reference to other candidates. It is Council policy not to offer written feedback to candidates.

- As soon as the verbal offer of employment has been made and accepted, the hiring manager must inform Employee Services of the appointment via the Council's online recruitment system (insert link).

## 8. Issuing the Contract

- Once confirmation of the appointment has been received via the Council's online recruitment system (insert link), Employee Services will issue the employment contract which will be subject to satisfactory employment checks, and an offer letter detailing the employment checks required and new starter forms to be completed and returned by the candidate.
- A 'subject to' contract is a legally binding document. The Council does however reserve the right to withdraw an offer of employment at any time if employment checks are deemed unsatisfactory and/or the successful candidate has knowingly withheld information or falsified their application, and the contract will be terminated with immediate effect, even if employment has commenced.

### Starting Salary

- To ensure equality, fairness and transparency for all new prospective employees, the following must be adhered to.
- Successful candidates appointed from outside the Council will normally commence on the minimum point of the pay scale. However, for those with demonstrable experience, discretion to appoint to a higher spinal point may be given via written approval by the relevant Head of Service.
- Staff moving to posts internally from one pay scale to the same scale, should remain on the same spinal point. However, where an internal candidate accepts a post which carries a higher maximum salary than the candidate's previous grade, they should be paid a salary in accordance with the new grade which is at least one spinal point above their previous grade.

## 9. On Boarding

### Start Date

- The hiring manager must advise Employee Services of the start date via the Council's online recruitment system as soon as this is agreed with the successful candidate.
- In line with the procedure for issuing 'subject to' contracts, a start date can be provided even if satisfactory employment checks have not been received in order not to hold up the on boarding process, however it must be a date that is at least 28 days from the date of appointment to allow time for employment checks to clear.

- Employee Services will set up the employee on the Council's payroll system once the start date is confirmed.
- Refer to On boarding end to end process flow (insert link to toolkit).

### **Preparation for Day One**

- The hiring manager is responsible for making the necessary arrangements for the successful candidates first day of service and confirming arrangements with them.
- Identify if the new employee requires and Mandatory Training via the Council's online recruitment system (insert link).
- The hiring manager is also responsible for submitting the relevant forms via the e-Resourcing portal on the Council's intranet (insert link) to request:
  - ICT system access and e-mail address.
  - ID badges.
  - Other requirements for the new starter prior to their start date including setting up an e-mail address, desk, computer, phone.
- Refer to the New starter notification form via the Council's online recruitment system (insert link).

### **Induction**

- It is the hiring managers' responsibility to arrange for a local induction and corporate induction programme for the new starter. Please refer to the Council's Induction Process (insert link to toolkit) for further guidance.

## **10. Employment Checks**

- Employee Services are responsible for carrying out the following employment checks as relevant to the post.
- These checks will be communicated clearly to the successful candidate in the offer letter issued with the 'subject to' contract, with details of how they are to be obtained.

### **Verification of Identity and Right to Work Check**

- The Immigration, Asylum and Nationality Act 2006 (amended 2008) makes it a criminal offence for employers who knowingly employ illegal migrant workers and reinforces the continuing responsibility on employers of migrant workers to check their ongoing entitlement to work in the UK.
- The purpose of undertaking identity checks is to minimize the risk of employing or engaging a person in any activity within the organisation who is an illegal worker, or

a person that is impersonating another. Verifying someone's identity is the most fundamental of all employment checks.

- Prospective employees are unable to commence employment without this verification.
- This clearance therefore must be obtained prior to the employment start date and cannot be waived by way of completion of the Employment Checks Risk Assessment process (insert link to toolkit).

### **Medical Clearance**

- All successful candidates must be able to undertake the duties of the job offered.
- A medical questionnaire must therefore be completed to determine whether a referral to Occupational Health needs to be made so that this can be fully explored. A link to the questionnaire will be sent to successful candidates in their offer letter.
- Internal candidates who have previously been medically cleared may be subject to further clearance.
- Prospective employees are unable to commence employment without this verification.
- This clearance therefore must be obtained prior to the employment start date, and cannot be waived by way of completion of the Employment Checks Risk Assessment process (insert link to toolkit).

### **Employment History and References**

- The purpose of an employment history and reference check is to obtain information about an applicant's employment and/or training history in order to ascertain whether or not they are suitable for a particular position. The Council has a duty of care to ensure that all reasonable checks are undertaken to identify any reason that, if known, may result in an individual not being employed or appointed to undertake any activity on its behalf.
- All offers of employment, including temporary appointments are subject to the receipt of satisfactory references.
- For posts which are subject to safeguarding checks (i.e. posts that require the person to come into contact with children or vulnerable adults), written references covering a minimum of five years will be sought.
- It is the successful candidate's responsibility to ensure employment references are provided. Employee Services will therefore instruct them to request these via the online Reference Expert system via the Council's online recruitment system (insert link).

- Hiring managers should ensure that they chase successful candidates to obtain references as soon as possible.
- Hiring managers will be notified via email when references have been received and asked to review and approve.
- 

### **Disclosure and Barring Service (DBS)**

- The Council will follow the most up to date legislation and guidance provided by government where pertaining to Disclosure and Barring Service (DBS) checks for individuals working with children or vulnerable adults.
- This will apply for all employees in permanent, fixed term, casual and seconded roles including volunteers.
- Where a DBS check is required for a post the DBS Policy and Procedure (insert link) should be referred to for further information.
- Employee Services will instigate DBS checks within one working day of the 'subject to' contract being issued.

### **Baseline Personnel Security Standard check (BPSS)**

- The Council is committed to protecting access to, and the use of, official/sensitive information, this includes the use of the Public Sector Network (PSN). As such, certain positions within the Council may require additional vetting checks.
- This requirement applies to permanent, temporary, casual and agency staff, contractors and volunteer workers. It's a non-renewable one-off check for those new to working with the authority or those with less than 5 years in post.
- The BPSS checks is the minimum standard defined by the Cabinet Office to ensure the identity and integrity of an employee that has access to official information. BPSS involves four main elements:
  - Identity check.
  - Nationality immigration Status.
  - Employment history.
  - Verification of unspent convictions via a Basic Disclosure Scotland.
- In addition to the standard pre-employment checks, any job offers for a post that has or will have access to government assets (information) will remain conditional upon a satisfactory BPSS Clearance.

### **Professional Registration and Qualifications**

- All prospective employees that have been offered a role which requires a professional registration or qualification will have to undergo this check as part of their pre-employment checks.



- The essential qualifications/professional registration required for the role should be that as outlined in the job description for the role.
- Employee Services will undertake this check as part of the employment checks if notified in the conditions of appointment form.

### **Politically Restricted Posts**

- Employee Services will undertake this check as part of the employment checks if notified in the conditions of appointment form.
- Under Section 1 of the Local Government and Housing Act 1989, certain local authorities' employees are disqualified from becoming, or remaining, a member of any authority to which the provisions apply (e.g. County Councils, District Councils, Members of the House of Commons and of the European Parliament).

### **Employment Check Risk Assessments**

- It is noted that there may be instances where the issuing of subject to contracts may result in the start date approaching without all employment checks received.
- Verification of identity, the right to work and medical clearance must be obtained prior to the start date.
- If satisfactory employment checks have not been received for those checks listed below, up to 5 working days prior to the new employees start date, and the hiring manager still wishes the employment to commence, an Employment Check Risk Assessment (insert link to toolkit) can be undertaken to consider the risks of starting the employee prior to receiving the following satisfactory clearances.
  - Employment history and references.
  - Disclosure and Barring clearance (if applicable).
  - Baseline Personnel Security Standard clearance (if applicable).
- The Employment Checks Risk Assessment (insert link to toolkit) will require the hiring manager to outline the measures to be put in place whilst awaiting clearance.
- Hiring managers are required to obtain Head of Service approval to start an employee prior to receiving satisfactory checks, the approval should be returned to Employee Services prior to the start date. If approval from the Head of Service is not received by Employee Services, the employee cannot commence employment until satisfactory clearances are received.
- If satisfactory clearances have still not been secured after 28 days of the start date, the Council will reserve the right to terminate the employment with immediate effect.



### **Unsatisfactory Employment Checks**

- If satisfactory employment checks cannot be obtained the offer of employment may be withdrawn by the hiring manager and the contract of employment terminated.
- If, after careful consideration, it is decided to withdraw the offer of employment and terminate the contract, the grounds for withdrawal or termination must be made very clear e.g. due to unsatisfactory references or other employment checks and the offer of employment rescinded in writing.

### **False Declaration**

- The Council will consider false declaration made by an applicant during any stage of the recruitment and selection process as gross misconduct. Gross misconduct is addressed through the Council Disciplinary Policy and Procedure and the Council may also refer a false declaration to the Local Counter Fraud Service, registration body (such as NMC or HCPC) or other body where appropriate.

## **11. Resources**

Access to further resources are found here:

Recruitment & Selection Policy

Council's online Recruitment System

Recruitment and Selection Toolkit

Organisational Change Policy

Organisational Change Procedure

Fusion System

Job Evaluation Process

Redeployments and Skills Policy

Recruitment and Selection Virtual Guidance

Recruitment and Selection Course

Learning and Organisational Development – Mandatory Training

ICARE values

Unconscious Bias Training

HR/Resourcing

HR Operations

e-Resourcing Portal

Induction Process

DBS Policy and Procedure

Effective date	Review date	Owner	Approved by
		HR OD	

# Policy

## Organisational Change

### Policy Statement

The Council recognises its duty to deliver public services in the most cost effective way possible and the need to remain flexible in the way service delivery is organised.

Where this leads to the need to make changes to the organisational structure and/or changes to employees' terms and conditions of employment, the Council is committed to managing those organisational changes by adhering to the Principles set out below and the Council's ICARE values and behaviours.

### Scope

This policy applies to all Council employees except:

- Those employed in schools
- Those employed under the JNC (Joint National Council) for Chief Executives and the JNC for Chief Officers Conditions of Service (Note: In the absence of corresponding provisions in those JNC Conditions of Service, the provisions within this policy may be applied in whole or in part)

### Principles

The principles which underpin the Council's approach are:

- A commitment to managing organisational changes (i.e. changes to organisational structure and/or changes to employees' terms and conditions of employment) in a fair, consistent and transparent manner while communicating in an open and honest way.
- A commitment that ensures every effort is made to minimise the number of compulsory redundancies.
- A commitment to ensure that the Council's duty to comply with the Equality Act 2010 is considered and met fully to ensure that no employee with a protected characteristic is placed at a disadvantage because of that characteristic.

### Resources

Access to further resources are found here:

Organisational Change Procedure (insert link)

Organisational Change Toolkit (insert link)

Effective date	Review date	Owner	Approved by
		HR&OD	

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# Procedure

## Organisational Change

### 1. Introduction

The Council recognises its duty to deliver public services in the most cost effective way possible and the need to remain flexible in the way service delivery is organised, (insert link to Policy). The Council's approach to Organisational Change is based on three different phases: Preparation; Consultation; Implementation.

### 2. Preparation

#### **Organisational Change Report**

- The Lead Manager (LM) must set out the business case for the proposed organisational change using the Organisational Change Report (OCR) template (insert link to Toolkit).
- The OCR must be cleared by the Human Resources and Organisational Development (HR&OD) and Finance services and approved by the relevant Director, prior to the start of employee consultation, as the basis upon which employee consultation shall commence.
- In exceptional circumstances, if the initial Assimilation/Ring-Fencing proposals are not included in the version of the OCR approved by the relevant Director and used as the basis to commence employee consultation, the LM should complete and communicate those details to the affected employees and the recognised trade union representatives as soon as possible after the launch of employee consultation. If requested by affected employees and/or the recognised trade union representatives, consultation will be extended by up to the same amount of time that the provision of the Assimilation/Ring-Fencing proposals were delayed.

#### **Equality and Health Impact Assessment**

- The LM must complete an Equality and Health Impact Assessment (E&HIA) using the EIA template (which is included within the OCR template) (insert link to Toolkit). In certain situations, e.g. where a restructure affects 10 or fewer employees, the EIA should not be shared with affected employees or the recognised trade union representatives (insert link to Toolkit).
- In line with the requirements of the Data Protection Act 1998 and from 2018, the General Data Protection Regulations, the Council will process and keep personal information relating to employees'. The Council may be required to process employees' sensitive data. This may include data relating to racial or ethnic origin, political opinions, religious or similar beliefs, trades union membership, physical or

mental health or condition, sexual life, or commission of or proceedings for any offence committed or alleged to have committed by employees'. The Council will only do this when it is necessary.

### **Voluntary Redundancy**

- The relevant Director will determine whether it will be appropriate to invite affected employees to volunteer to be considered for redundancy and if so will also determine the proposed timing/arrangements - to do so the LM should follow the Voluntary Redundancy Process (insert link to Toolkit).
- The Council reserves the right to withdraw Voluntary Redundancy arrangements at any time.

## **3. Consultation**

### **Employee Consultation**

- The Council is committed to commencing employee consultation at the earliest possible stage with a view to reaching agreement before any final decisions are taken.
- The Council is committed to genuine and meaningful consultation with affected employees' and their recognised trade union representatives.
- An employee will be "At Risk of Redundancy" where the proposals may result in the whole or partial deletion of their post or other significant change to their terms and conditions of employment, irrespective of the likelihood for that employee to be placed in another post through assimilation, ring-fencing or redeployment.
- Employers are required by law to notify the relevant central government department and the recognised trade union representatives of the affected employees of any proposal to give notice to dismiss 20 or more employees as redundant at one establishment (defined as the whole of the Council except schools) within a period of 90 days or less. The specific information required to be provided is set out in the Toolkit (insert link to Toolkit).
- Employee consultation must cover:
  - Changes within the service such as changes to ways of working, organisational structure and the number/type of jobs.
  - Any other proposals contained within the Organisational Change Report (OCR) or that have been documented/discussed during the employee consultation process.
  - Details of any assimilation or ring-fence proposals.
  - Details of the next steps after closure of employee consultation.
- It is a statutory requirement that employee consultation must begin prior to the decision to issue individual notices of redundancy and must begin at least:

- 30 days before the issue of individual notice of redundancy where between 20 and 99 redundancy dismissals are proposed at one establishment within a period of 90 days or less
- 45 days before the issue of individual notice of redundancy where 100 or more redundancy dismissals are proposed at one establishment within a period of 90 days or less.
- Where between 1 and 19 or redundancy dismissals are proposed at one establishment within a period of 90 days or less, no statutory requirement applies – in such circumstances employee consultation must begin at least 30 days before the issue of individual notice of redundancy.
- Where the proposed changes relate solely to a change in organisational structure, no employee is placed 'At Risk' of Redundancy, there are no changes in grade of existing posts and all affected employees accept the consequent changes to the Job Profile of their substantive posts, no statutory requirement applies – in such circumstances the employee consultation period must be no less than 7 days.

### **Lead Manager**

- The LM must make every reasonable effort to meet with the recognised trade union representatives representing employees affected by the organisational change proposal prior to the launch of employee consultation – ideally the meeting with recognised trade union representatives should be arranged for a reasonable period ahead of the launch of employee consultation and no less than one day before – the meeting may be conducted via remote technology (e.g. MS Teams) or in person or via an alternative methodology which recognises the needs of the affected workforce to ensure the maximum number of attendees.
- The recognised trade union representatives must make every reasonable effort to ensure their availability for this meeting.
- The recognised trade union representatives accept that all information provided at this meeting (and prior to the launch of employee consultation) is provided in the strictest confidence on the understanding that they will not pass any of the information on to affected employees or other employees until employee consultation has formally commenced.
- The LM must make arrangements to meet with all employees affected by the organisational change proposal to formally launch the employee consultation process – the meeting(s) may be conducted via remote technology (e.g. MS Teams) or in person.
- The LM must invite the recognised trade union representatives to attend this meeting and must provide reasonable time at the end of the meeting (or subsequently) for the recognised trade union representatives to meet separately with affected employees.
- The LM must make themselves available to meet with affected employees on a one-to-one and/or group basis as requested.

- The LM must make arrangements to meet regularly with the recognised trade union representatives and with the affected employees to discuss all relevant consultation issues, confirm and clarify any potential changes to the original OCR and to respond to issues raised.
- The LM must keep notes of all employee consultation meetings and record all questions raised and answers given (including those raised/answered verbally).
- The LM must respond to comments, queries and any alternative proposals put forward during the employee consultation period.
- Subject to the preservation of anonymity, the LM must publish comments/queries received from affected employees and/or the recognised trade unions along with the answers to those comments queries as soon as possible and at regular intervals throughout the consultation period.
- With the exception of selection interviews under the Assimilation and Ring-Fencing processes, employees may be supported by their recognised trade union representative or work colleague at any meeting associated with the organisational change process.
- Recognised trade union representatives will be given access to employees affected by the organisational change proposal throughout the organisational change process.

### **Organisational Change Report**

- In some circumstances, the LM may update the initial OCR (used as the basis to launch employee consultation), using the OCR template (insert link to Toolkit), to reflect significant changes to the proposals as a result of consultation.
- The updated OCR must be cleared by the HR&OD and Finance services and approved by the relevant Director, prior to its provision to affected employees and the recognised trade union representatives.

### **Closure of Employee Consultation**

- At the end of the employee consultation period, the LM should follow the Closure of Employee Consultation Process (insert link to Toolkit).

### **Early Closure of Employee Consultation**

- In some circumstances, subject to agreement with the recognised trade union representatives, the employee consultation period may conclude earlier than at the end of the statutory 30/45 day period where employee consultation can be shown to have genuinely been completed before that date – in such circumstances, individual notices of redundancy could be issued before the end of the statutory 30/45 day employee consultation period – to do so the LM should follow the Early Closure of Employee Consultation Process (insert link to Toolkit).



## **Extension of Employee Consultation**

- In some circumstances there may be a business need/benefit to extend consultation beyond the planned employee consultation end date – to do so the LM should follow the Extension of Employee Consultation Process (insert link to Toolkit).

## **4. Implementation**

### **Organisational Change Report**

- The LM must review and update the initial OCR (used as the basis to launch employee consultation), using the corporate OCR template (insert link to Toolkit), to summarise what happened during the consultation process and to incorporate any changes made to the proposals as a result of consultation.
- The updated OCR must be provided to the recognised trade union representatives for review/comment (not approval) prior to submission to the relevant Director for approval – the recognised trade union representatives must respond to the LM with any comments within 2 working days of receipt of the updated OCR – the LM must consider any comments made by the recognised trade union representatives and further update the OCR as necessary (insert link to Toolkit).
- The updated OCR must be cleared by the HR&OD and Finance services and approved by the relevant Director, prior to the start of implementation activities and a copy provided to all affected employees and recognised trade union representatives

### **Large Consultation Ring-Fence, Assimilation and Ring-Fencing**

- The Large Consultation Ring-Fence (LCRF) refers to all employees directly affected by the organisational change proposal.
- Employees that are on secondment, acting-up or working “out of post” for any reason will be considered on the basis of their substantive post only with regard to the LCRF.
- Fixed term employees are to be included in the LCRF alongside “permanent” employees where their fixed-term contract states that the purpose of the contract is to cover an established post on a short or fixed term basis (excluding cover for an absent employee) and the contract was issued before the Service was aware of the impending restructure.
- Fixed term employees will not be included in the LCRF where:
  - Their fixed-term contract states that the purpose of the contract is to cover an absent employee – e.g.: maternity cover, secondment, long term sickness etc. - this type of contract will end when the absent employee returns to their substantive post.

- Their fixed term contract states that the purpose of the contract is for additional work or a project which is a temporary addition to the establishment and there are no “permanent” staff carrying out the same role - this type of contract will end when the work is completed or funding for the work finishes.
- To exclude a fixed term employee from the LCRF, the Service must have communicated with employees’ and the trade unions to inform them of the impending restructure within a reasonable timescale.
- Generally, organisational change proposals to cease to carry out work of a particular kind will lead to the deletion of a post or posts and the consequent identification of the postholder(s) as at risk of redundancy.
- There will however be occasions where the organisational change proposal will require that a number of similar posts in a team/service area are to be reduced in number - In these circumstances all postholders’ in those similar posts will be identified as at risk of redundancy.
- The criteria for selecting one or more employees for redundancy will be a cascade selection process with the employee’s skills, ability and competence assessed against the relevant job profile as the primary criteria, with any disciplinary record (that has not been disregarded) being used in the event of 2 or more employees’ being assessed as equal against the skills, ability and competence criteria.
- The term “Assimilation” means the process by which an employee who is At Risk of Redundancy has a claim to move to a new/different post within the LCRF where there is a “strong match” between the new/different post and the employee’s current substantive post – in order to be considered for Assimilation there needs to be a significant degree of similarity between the two posts such that the employee would be able to undertake the full extent of the new/different post almost immediately and with a minimum degree of training (insert link to Toolkit).
- The term “Ring-Fencing” means the process by which an employee who is At Risk of Redundancy has a claim to move to a new/different post within the LCRF where there is a “partial match” between the new/different post and the employee’s current substantive post – in order to be considered for Ring-Fencing there needs to be a sufficient degree of similarity between the two posts such that the employee would be able to undertake the majority of the new/different post within a reasonable period of time and with a reasonable degree of training (insert link to Toolkit).
- Where there is “little or no match” between the current substantive post of an employee who is At Risk of Redundancy and a new/different post within the LCRF, the employee will have no claim to move to that new/different post through assimilation or ring-fencing – in such cases, there would be minimal degree of similarity between the two posts such that the employee would be unlikely to be able to undertake the majority of the new/different post within a reasonable period of time and without a considerable degree of training (insert link to Toolkit).

- Assimilation and Ring-Fencing will be based on new/different posts at the same grade or one grade higher or one grade lower than the employee's substantive post - Employee's may seek to establish an assimilation or ring-fencing claim outside of these grade parameters but will need to evidence a strong match for assimilation or a partial match for ring-fencing.
- The LM should determine assimilation/ring-fencing claims using the corporate Job Matching Process (insert link to Toolkit).
- Assimilation to new/different posts that are more than 2 grades lower than the employee's substantive post will not require an interview (subject to there being the same number of, or more, posts available than the number of people with an assimilation claim to those posts).
- Where there are numerous organisational change proposals running at the same time and some employees may be identified for possible assimilation and/or ring-fencing across more than one of these proposals, employees will be invited to express an order of preference for the posts to which they have assimilation rights and/or for the posts to which they are ring-fenced. In the first instance, employees can only be considered against posts in a particular organisational change proposal if they are directly impacted by that particular organisational change proposal.
- All posts within the organisational change proposal will be initially ring fenced to the employees within the corresponding LCRF.
- Within each LCRF there will be smaller ring fences made up of employees with a strong match (i.e. assimilation) between their substantive post and the new/different post and employees with a partial match (i.e. ring-fencing) between their substantive post and the new/different post.
- To manage the Assimilation and Ring-Fencing processes the LM should follow the Assimilation/Ring-Fencing Process (insert link to Toolkit).
- The different factors affecting the order of priority of different assimilation and ring-fencing scenarios is set out in the Assimilation/Ring-Fencing Process (insert link to Toolkit).
- Assimilation and Ring-Fencing interview/selection events will follow the process set out in the Council's Recruitment and Selection Policy (insert link to policy) with the following exceptions:
  - Interview/selection panels may comprise just 2 members – there is no requirement for Human Resources to attend selection events.
  - There is no requirement for employees to submit an application form or supporting statement for interviews held at LCRF 2, 3 and 4.
- Employees may appeal against the Assimilation/Ring-Fencing proposals following closure of consultation.
- Appeals against the Assimilation/Ring-Fencing proposals will be heard by the Redundancy and Redeployment Panel and will be managed in accordance with the

Appeal Against Assimilation/Ring-Fencing and Redundancy Process (insert link to Toolkit).

- The decision of the Redundancy and Redeployment Panel will be final and there is no further right of appeal

### **Pay Protection**

- Where an employee is assimilated or appointed through a ring-fence into a post that is one grade lower than their substantive post, they will receive pay protection at their current basic salary for a period of six months' full pay plus three months half pay from the date of appointment to the new post.
- Where an employee is assimilated or appointed through a ring-fence into a post that is more than one grade lower than their substantive post, the employee's pay will be protected by up to a maximum of 8 spinal column points from the top of the grade of the post into which they have been appointed through a ring-fence for a period of six months' full pay plus three months half pay protection from the date of appointment to the new post.
- Pay protection will only apply to basic pay – Pay protection will not apply to contractual overtime or any other enhancement/allowance/payment.
- The service relating to the employee's substantive post will meet the cost of any protection

### **Notice of Redundancy**

- The LM should follow the Notice of Redundancy Process (insert link to Toolkit).
- Employees at risk of redundancy who have not been assimilated or ring-fence appointed into a post through the LCRF process will be issued with a notice of redundancy and declared a Redeployee (insert link to new Redeployment & Skills policy).
- Normally, notices of redundancy are only issued at the conclusion of the LCRF - However, there may be circumstances where it is necessary to issue notices of redundancy before the conclusion of the LCRF.
- If an employee at risk of redundancy is ring-fenced to posts across more than one LCRF, the employee will normally only be issued with a notice of redundancy and be declared a Redeployee after all their LCRFs have been completed. However, there may be circumstances where it is necessary to issue notices of redundancy before the conclusion of all of the LCRFs.
- The contractual notice period for redundancy purposes is 12 weeks for all employees (except those on School Teachers Pay and Conditions where fixed notice periods are set).
- Employees have the right to appeal against any dismissal for reason of redundancy

### **Appeal against Redundancy**

- Employees must submit (in writing) any appeal against selection for redundancy to the Director of HR&OD within 5 working days of receipt of the notice of redundancy.
- Appeals against Redundancy will be heard by the Redundancy and Redeployment Panel and will be managed in accordance with the Appeal Against Assimilation/Ring-Fencing and Redundancy Process (insert link to Toolkit).
- The decision of the Redundancy and Redeployment Panel will be final and there is no further right of appeal

### **Redundancy Payments**

- Employees who have been issued with a notice of redundancy, who have less than 2 years' continuous local government service on their last day of service are not entitled to a redundancy payment.
- Redundancy payments (including Voluntary Redundancy Payments) are calculated on the same basis as statutory redundancy pay (insert link to Toolkit) with the exceptions that an actual week's pay is used (i.e. the statutory maximum week's pay is not applied) and that a maximum cap of £30,000 is placed on redundancy pay.
- Voluntary Redundancy Payments are not enhanced.

### **Re-employment**

- Employees made redundant will not normally be re-employed or reengaged as agency workers or consultants/contractors by the Council for a period of 12 months from their last day of service unless there are exceptional circumstances as determined by the relevant Director.

### **HR&OD**

- Responsible for keeping the policy and guidance up to date and providing advice to managers and staff.

## **5. Resources**

Access to further resources are found here (insert hyperlink)

Organisational Change Policy

Organisational Change Toolkit

Recruitment and Selection Policy

Redeployment and Skills Retention Policy

Effective date	Review date	Owner	Approved by
		HR & OD	

## Policy

# Redeployment and Skills Retention

## Policy Statement

- The Council recognises that our people are our greatest asset and that in times when it is necessary to change our organisational structures and staffing requirements it needs to take all reasonable steps to support employees displaced by restructuring proposals to find alternative employment. The Council has a legal obligation to minimise compulsory redundancies wherever possible.
- In addition, the Council also aims to deal sensitively with employees whose jobs may be at risk, or who are no longer able on medical or capability grounds, to carry out the requirements of their role, and will seek to redeploy such employees into suitable alternative posts where possible. It must be noted that redeployment under the Equalities Act 2010 needs to be carefully considered where an employee is affected by way of reasonable adjustment or considered for redeployment.
- This document describes the Council's policy for the redeployment and skills retention of employees, including how they can secure opportunities of suitable alternative employment. This policy is also supported by a Redeployment and Skills Procedure ([insert link](#)).

## Scope

This policy applies to all Council employees except:

- Those employed in schools
- Those employed under the JNC for Chief Executives and the JNC for Chief Officers Conditions of Service (Note: In the absence of corresponding provisions in those JNC Conditions of Service, the provisions within this policy may be applied in whole or in part)
- This policy does not form part of the contract of employment. However, employees are bound by the provision of this policy, which may be amended from time to time subject to consultation with the relevant Trade Unions.
- This policy also applies to those on fixed term contracts where the post has been deleted, regardless of length of service, providing that they meet the criteria within this policy. An exception to this is where a fixed term contract has been used to backfill another employees' substantive post – for example to cover maternity leave, sickness, secondment or any other absence. In these circumstances, when the substantive employee returns to their post, the fixed term contract will cease.



- This policy only applies to employees of the Council, not to agency workers, interims or consultants, or those covered by other collective agreements and / or individual terms and conditions.
- Whilst this policy does not apply to teaching staff working in schools or those directly employed by schools, governing bodies are recommended to follow the good employment practices contained within this policy.

## Principles

The principles that articulate the Council's approach to redeployment and skills retention are as follows:

- Redeployment in the workplace is the process by which an employee who has become displaced from their post is moved to another post in the organisation. Successful redeployment is a 'win/win' situation as it enables the Council to retain valuable skills and experience and for employees at risk of redundancy it also avoids the cost of those redundancies.
- This policy complies with the requirements of employment legislation and reflects best practice to ensure that the employees defined in this policy as redeployees are given priority and assistance in obtaining alternative employment with the Council. It is intended to ensure that a fair and consistent approach to redeployment is taken balancing the employee's needs and the Council's needs and obligations with an efficient, value for money process. It will not be used as an alternative to managing an employee's performance or conduct.
- Employees defined as redeployees will be given priority consideration during their redeployment period for Council vacancies provided they meet the minimum criteria detailed in the job profile for the post, or where it is considered that they would be able to satisfy these criteria following an acceptable period of learning and development undertaken during the trial period.
- All existing vacancies that are in budget for the financial year (including posts currently filled by agency workers) will be made available to redeployees first and before being advertised more widely. The hiring manager should advertise these posts using the Council's on-line Recruitment system for a minimum of 10 working days internally only. Exceptions may be agreed where it can be evidenced that a post will be subject to a later organisational change proposal that is due to commence employee consultation within 3 months, or where the vacancy has a legal requirement for a qualification to carry out the role, or needs specialist knowledge/skills and these are not likely to be found amongst those currently in the pool of redeployees.



## Resources

Access to further resources are found here (insert link)

Redeployment and Skills Retention Procedure (insert link)

Effective date	Review date	Owner	Approved by
		HR&OD	

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## Procedure

# Redeployment and Skills Retention

## 1. Introduction

There are a number of circumstances when employees may become defined as redeployees and are eligible for redeployment. The first four categories below are protected by statutory provision and therefore have priority over those in the remaining categories. Such cases are complex and advice must be sought.

- Employees on adoption leave and women on statutory maternity leave have a legal entitlement to return to work. If this is not possible (due to a potential redundancy) they have a legal right to a comparable vacant post. This means that that they must be offered any position that is a suitable alternative in preference to other employees. The new role must be suitable and appropriate and not substantially less favourable than their previous contract. This does not mean that the employee cannot be selected for redundancy.
- Any disabled employee who needs to be considered for an alternative role whether by reason of redundancy or not. This potentially includes placing that disabled employee in a suitable post without the need for any competitive interview as a reasonable adjustment.
- Redundant employees i.e. employees whose terms and conditions are changing significantly or whose jobs have been deleted and who are under notice of dismissal. Access to redeployment will be through their 12 week notice period.
- Those experiencing ill-health who are capable of fulfilling another role (upon advice from the Occupational Health Service ([insert link](#))). The period of access to redeployment will be agreed on an individual case-by-case basis and in line with advice from Occupational Health.
- In cases of redeployment on medical grounds employees will be defined as redeployees once they are notified by Occupational Health that they are no longer able to carry out their current role and they may be capable of filling another role.
- Employees on a temporary, fixed or limited term contract (except those covering another employee's substantive post), shall have access to redeployment for the period of their contractual notice.
- Employees where action under the Council's Capability Procedure ([insert link](#)) is being taken, but only where this is considered appropriate by the relevant service manager – the period of access will be time limited and agreed on an individual case-by-case basis.

- Employees under notice because continued employment in their current role would contravene a statutory enactment, for example, where a driver loses his/her driving licence (excluding employees who are under notice for conduct reasons). The period of access will be time limited on an individual case-by-case basis.

## 2. Approach to Redeployment

- The initial approach to redeployment is for services to seek to place employees defined as redeployees in vacancies within their own service area. Inclusion in the Talent Pool on the Council's online Recruitment system (insert link) is generally restricted to the categories listed in this policy (see above).
- In a restructure situation, employees will be defined as redeployees as soon as they have been served with their notice of redundancy. This is normally on completion of the assimilation and/or ring fenced recruitment processes within their service area. In some circumstances, this status may be given at an earlier stage, for example, where a whole service closure is proposed. Any such decision will be taken by the relevant service manager following consultation with HR.

## 3. Responsibilities

### Organisation

- The responsibility for ensuring successful redeployment rests with all parties.
- The Council has a legal obligation to minimise compulsory redundancies wherever possible.
- The Council will provide resources to enable staff to upskill/multi-skill to increase opportunities for successful redeployment

### Managers:

- Line managers are responsible for supporting their employees throughout their redeployment period. It is important for managers to remember that these employees may temporarily have feelings of low esteem as a result of the circumstances which led to the need to redeploy them. Personal support to these employees throughout the process may assist them in engaging with the job search, presenting their skills to best advantage and so optimise their chances of successful redeployment.
- Therefore, line managers are required to give the necessary support to employees throughout this process, including agreeing to time off to participate in learning and development activities, facilitating access to a Trade Union representative or the Council's Occupational Health Service (insert link) or Employee Assistance Provider (EAP) (insert link) should this be requested.
- Managers of employees defined as redeployees are responsible for supporting these employees through the period of redeployment and must make provisions to allow

attendance to any learning and other development activities and to undertake trial periods.

- Managers are also required to actively consider redeployees as a priority for any vacancies in their service area and are responsible for leading the recruitment process and for agreeing objectives and a personal development plan for the next 12 months with the successful redeployee

**Staff: (where defined as redeployees)**

- Must actively engage in seeking redeployment opportunities, either in their own service areas and directorates or wider across the council.
- Are required to participate in any learning/upskilling that improves their chances of being successfully redeployed. This may be in the form of on-line or virtual learning, including but not limited to, webinars and online courses that may be available via the council or via an external source.
- Must participate in a trial period where there is a strong skills match to any role within the council.

**Human Resources & Organisational Development (HR & OD):**

- HR & OD will provide overall advice and guidance as required and to monitor consistency of application of this Procedure.

## **4. Talent Pool**

- Employees who have been defined as redeployees will be included in the Talent Pool and will be directed to the Council's 'My Career Development' portal (insert link) which includes on-line guidance on: career assessments; career management; CV building and job applications; interview skills and job hunting and self and business skills development; and the Workplace Wellbeing Hub for on-line support.
- An employee's service area will meet the cost of any additional support during their redeployment period, for example, face to face (virtual or otherwise) guidance or interview skills.
- Employees are personally responsible throughout the redeployment process for searching and accessing internal job opportunities via the Council's on-line Recruitment system (insert link). Any employees without direct access to the on-line system will be supported by their line manager to access internal job opportunities.

- Employees defined as redeployees may apply for a vacancy if they believe it is suitable and that they can meet the requirements of the role. They should make it clear in their application that they have redeployee status.
- Such roles may not fit the criteria of 'suitable alternative employment' because of different terms and conditions, however, if the redeployee feels that the vacancy might be suitable and they are willing to accept the different terms and conditions, they may make an application. Where an employee accepts a role that is not suitable alternative, they are effectively terminating their original employment contract and accepting a new one. As long as there is no break between the contracts of employment, continuous service will apply.
- Where an employee identifies a potential alternative opportunity they should apply using the online application process ensuring their application states they are a redeployee. If the employee meets the minimum criteria for the post or it could be considered as a suitable alternative, they will be interviewed.
- If the individual is interviewed and is assessed as being unsuitable for the post, the recruiting line manager must provide feedback as soon as possible.
- If a suitable redeployee is identified after a job has been advertised but before any offer is made, the redeployee shall be considered for the vacant post before other candidates.

## 5. Trial Period

- Employees who have been redeployed will be required to complete a statutory trial period of four weeks. On occasion, trial periods can be extended (up to a maximum of 12 weeks) for retraining purposes only. Any extension should normally be arranged at the start of the trial period and must be by mutual and written agreement specifying the end of the trial period. The cost of the trial period will be met by the original employing service. Employees may undertake more than one trial during their notice period up to a maximum of three trials where a 12 week notice period applies (given that each trial period may last up to 4 weeks).
- During their trial period, employees should keep requests for leave and time off to a minimum.
- If at any time within the trial period either the new service or the employee indicates that the new post is unsuitable, the individual's employment will normally revert to the original employing service.
- Where a trial period is terminated, feedback must be given to the employee. Where a trial period is terminated and the employee has not exhausted their notice period, they will return to their previous service and will re-join the Talent Pool for the remainder of their notice period.

- Grade and rate of pay during the trial period will remain at the redeployees current substantive post. If the trial period is successful and the grade of the new post is lower than the current substantive post, the Council's pay protection arrangements will apply and be backdated to the start of the trial period (pay protection only applies in the case of redundancy – Organisational Change Policy (insert link). If the grade of the new post is higher than the current substantive post, the higher grade should be applied and back-dated to the start of the successful trial period.
- If the trial period is unsuccessful and the grade of the new post is higher than the current substantive post, the higher grade should be applied for the trial period only.

## 6. Extension of Notice Period

- In exceptional circumstances, a service area can extend an employee's notice period to facilitate a selection process or trial period.
- If an employee has applied for a suitable alternative opportunity and the interviews have not been arranged by their termination date, an extension of notice for up to four weeks can be agreed to facilitate that particular selection process.
- The employee will not be required to work during this extension period. They will be placed on unpaid leave and will not be permitted to apply for any other council vacancies during this time. There may be an exception made where the Council is required to make a reasonable adjustment under the Equality Act and in these circumstances a further unpaid extension of notice period could be available subject to a reasonable adjustment assessment being undertaken. Reasonable Adjustment Guidance (insert link).
- If a redeployment trial period extends beyond the employees' original termination date, they will continue to be paid for the period of the trial period pending the outcome of the trial period.

## 7. Refusal to Cooperate

- Should an employee unreasonably refuse to co-operate with the redeployment process or unreasonably refuse a suitable alternative position or to participate in learning and development activities, they will be advised that they may jeopardise their employment, and where appropriate, their eligibility to receive a redundancy payment and where applicable access to their unreduced pension.
- Whether or not a specific post is suitable alternative employment will depend on such issues as pay, job content, work patterns, working hours, status, place of work and will be determined on a case by case basis by the line manager in conjunction with HR.

- Where a suitable alternative position is offered and refused, the final decision as to whether the redeployee has lost their entitlement, as above, will be made by the relevant Director in conjunction with Human Resources.

## 8. Other General Points

- Managing a redeployment process can be complex and challenging and if handled insensitively or incorrectly creates risks to the Council of litigation and/or reputational damage. It is possible that not every redeployment scenario will be covered explicitly by this policy and in the event of any uncertainty advice from HR must be sought.

## 9. Resources

Access to further resources are found here (insert links)

Occupational Health Service

Council's Capability Procedure

Council's online Recruitment system

Employee Assistance Provider (EAP)

Council's 'My Career Development' portal

Organisational Change Policy

Reasonable Adjustment Guidance

Effective date	Review date	Owner	Approved by
		HR&OD	



## CABINET

**Subject Heading:**

Target Operating Model

**Cabinet Member:**

Cllr Ray Morgon

**SLT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

**Andrew Blake-Herbert, [Andrew.blake-herbert@havering.gov.uk](mailto:Andrew.blake-herbert@havering.gov.uk), 01708 432201**

**Policy context:**

The Target Operating Model will support delivery of the Council's objectives and changes will be conducted in line with the Council's constitution and HR policies.

**Financial summary:**

The savings achieved through the Target Operating Model changes will contribute to the currently approved MTFS savings.

**Is this a Key Decision?**

Yes:

(a) Expenditure or saving (including anticipated income) of £500,000 or more

**When should this matter be reviewed?**

Phase 3 implementation completed March 2024

**Reviewing OSC:**

Overview & Scrutiny Board

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

[X]  
[X]  
[X]  
[X]

## **SUMMARY**

To outline recommendations from the Chief Executive, the statutory Head of Paid Service, for a realignment and consolidation of the Council's organisational structure to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities as well as build on the changes and learning from responding to the Covid-19 pandemic and create a modern, dynamic and flexible organisation to meet the challenges of the future.

This will be coupled with a corresponding realignment of responsibilities of the current Senior Leadership Team within a revised Senior Leadership structure which ensures resilience and maintains senior level capacity to support elected members, and to lead and deliver our key strategic priorities. This is set against the backdrop of very tight and challenging financial circumstances, in the short to medium term.

## **RECOMMENDATIONS**

That Council:

- a) Approves the organisational and departmental realignment recommended by the Chief Executive/Head of Paid Services as outlined in the report (Appendix B) and the on-going realignment into the new pillars from December 2022.
- b) Approves the creation of the two posts, Director of Finance & Transformation and Assistant Chief Executive.
- b) Notes that there is no increase in senior leadership posts or overall management costs and that in fact savings will be delivered towards the currently already agreed staff savings.
- c) Agree that as the phases are progressed, the CE or his nominated lead should commence consultation with the affected staff and Trade Unions.
- d) Agree that any changes to the structures as a result of consultation can be made by the CE, or his nominated lead.
- e) That the implementation of the new structure is led by the CE and dealt with under the agreed process set out in the report, and that delegated authority is given to the CE to undertake a competitive interview process for internal candidates all of whom will have previously been appointed by the appointments panel, and that a recommendation is made to the Appointments Committee for ratification.

## **REPORT DETAIL**

## **1. BACKGROUND**

The Council's Senior Management structure was last reviewed in July 2016. This resulted in a structure consisting of six Directors along with the Managing Director of oneSource, all reporting to the Chief Executive, supported by 12 Assistant Directors as shown in appendix A.

Several factors have come together to necessitate a further reconsideration of the senior management structure, including a need to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities, as well as building on the changes and learning from the response to the Covid-19 pandemic. This will be coupled with a corresponding realignment of responsibilities of the current Senior Leadership Team within a revised structure, which ensures resilience and maintains senior level capacity to support elected members, and to lead and deliver our key strategic priorities, against the backdrop of very tight and challenging financial circumstances.

Before the pandemic, the Council was reorganising to ensure that the Council's focus was on outcomes for residents and businesses and not the silos staff worked in. As part of this, we were working to ensure we had the right staff with the right skills and that we invested in developing staff, both for their current roles and the roles they aspired to grow into. In addition, Choose Havering was launched to move the Council towards being an employer of choice. We also started to invest in our buildings and technology, so that staff had the right environment and equipment to carry out their roles. Throughout the Covid-19 pandemic, the Senior Leadership Team adapted their roles, services and responsibilities to ensure an effective response across the whole Council and the Borough, working with key partners in the health and voluntary sector, demonstrating that it is outcomes that need to be focused on and not silo working. Although we have moved back away from the emergency planning discipline of command and control through the Gold, Silver and Bronze structures to one of empowerment, there has also been a lot of culture change driven through the pandemic we need to bottle, embrace and build upon. Despite funding from government to support the response to the pandemic and to compensate the Council for a proportion of the loss of income, ongoing budget challenges remain this year and into the medium term. For Havering, this is seen in the triple impact of the historic underfunding via the Local Government settlement, its increase in demand both due to changes in its demographics and complexity of service support, alongside the cost of living crisis which means we find ourselves in a perfect storm. Alongside this, we have also had the interim arrangements for cover for the Chief Operating Officer role, which now needs to be resolved.

Therefore, it is appropriate at this time to review and realign organisational structures and senior officer responsibilities to ensure the Council is in a position to effectively coordinate and deliver on its broader key priorities and statutory

responsibilities, whilst also ensuring there is capacity and, importantly, resilience across and within the Senior Leadership Team.

## **2. RATIONALE**

Departmental responsibilities and alignment of key services are regularly reviewed and updated to reflect synergies and priorities. The current senior leadership structure was agreed a number of years ago in 2016. Following the demands of the Covid 19 pandemic, changes in partnership working, in particular with colleagues in health, along with the new political administrations' priorities for the Council and the financial challenges faced, now is the right time to review the current organisational structure, senior leadership strategic capacity and resilience.

The recommendations will facilitate a leaner departmental structure, realigning our experienced and resilient senior leadership team, both across the Council's key pillars of activity, but also within a reduced number of departments, focused on the Council's key strategic vision and corporate plan for the longer term, whilst also linking to the Council's workforce strategy and Choose Havering, to ensuring the retention of key skills, knowledge and experience, whilst delivering savings and supporting us to be an employer of choice.

Taking all of this into account, it is recommended to realign the core functions of the Council across the three distinct pillars of People, Place and Resource. A working group was established for each area to consider what should fall under each pillar and how each could be delivered.

Consideration was also given to the numerous commercial activities the Council currently engages in, and whether there was a better way of aligning them going forwards, but it not felt to be the right time to focus on this element.

A working group mapped existing service areas by looking at current hierarchies and function, identified resources/services which could be moved/combined in a phased approach to deliver quick win efficiencies. The working group aligned the current services into the three pillars as seen in the new corporate plan, and will undertake an intelligence led approach which will allow us to understand the current make-up of the Council, how and what each current service delivers and how we can find synergies between services, which can be combined or delivered differently and more efficiently. This in-depth analysis will recommend a detailed structure at all levels across the organisation, including where it sees efficiencies and opportunities for working differently.

In order for this to move forward swiftly, it is proposed that the realignment to the new target operating model happens in three phases. The first is bringing the current directorates into the three pillars as quickly as possible, which have high level synergies and allow them to work more closely together. This will show intent for staff, that we are moving this forward and to start the cultural change required to ensure this project is successful.

In order to align the services initially into the pillars, some high level design rules were applied, this does not necessarily indicate their final position in the structure, as the detailed analysis is carried out, it is fully expect some services (or parts of service) will move between the pillars.

The design rules were:

**People – principal outcomes are person-based**

- Front facing, externally facing functions.
- Partnership working, joining up with Health, voluntary sector and communities.

**Place – principal outcomes are asset-based**

- Shaping the environment.
- Physical assets and their management.

**Resources – principal outcomes are support-based**

- Back office, support functions.
- Cross cutting, enabling functions underpinning People and Place activities.
- Working closely/collaborating/matrix working with People and Place.
- Central co-ordination and prioritisation to deliver Council's vision, the glue that holds everything together.

The initial grouping under the pillars will occur by December 2022, and is set out in the diagram below, and seen more fully in Appendix C:

## Phase 1 – by end of December 2022



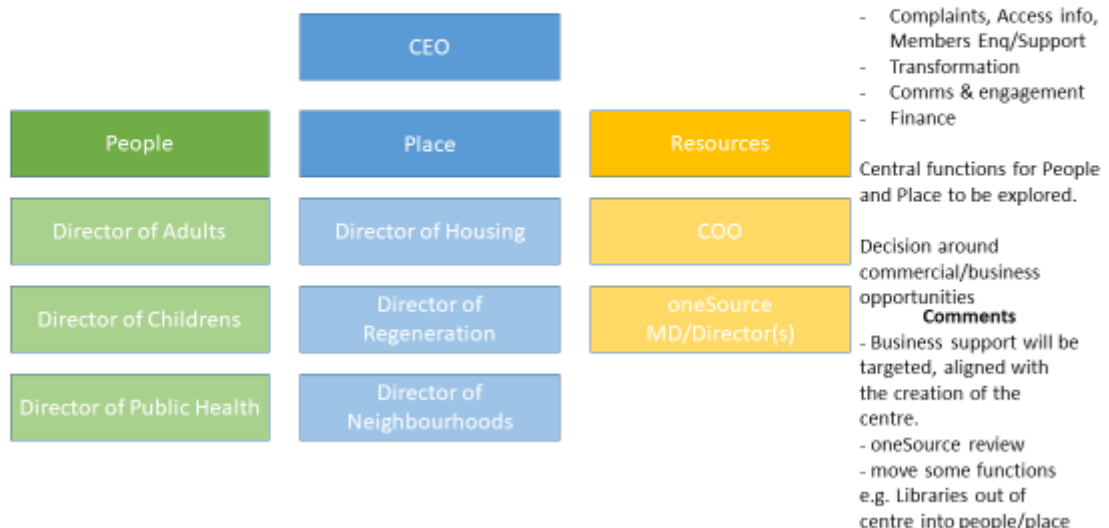
Phase 2 will then see the quick wins identified by December 2022 and implemented by March 2023. This will focus on efficiencies, realigning areas which have clear centralised synergies and which have clear management structures, whilst we work on the full, wider structure. This will also take account of oneSource and any changes in delivery follow the current on-going review. This will also see

some services which are currently in the centre that should be in either the People or Places pillar move too.

Due to the current Chief Operating Officer (COO) vacancy, it is proposed to immediately delete this role and in conjunction with the Director of Finance role in oneSource, create the following two new roles of Director of Finance & Transformation and Assistant Chief Executive. With the Council's current financial circumstances, it is imperative that the right focus is placed on both the financial challenge, but also delivery of the savings. The creation of the Director of Finance & Transformation will enable that focus to happen without the distraction of the wider COO functions. It is proposed to immediately go out to the market for the recruitment to this role, as there are no internal candidates that would be eligible for the role. Secondly, as other services are centralised or decentralised, it will be important to have a role of Assistant Chief Executive, as the focus point for aligning and managing the transition, with the focus on both internal staffing and improving customer services. This role will be a lower graded role than a Director, but higher than an Assistant Director, and will initially be open internally to those that will be impacted by this realignment process, and will only go out externally if none of the internal candidates are suitable. The jobs descriptions for these two roles can be seen at appendix D.

Phase 2 will help contribute to the staffing savings that were built into this year's budget and ensure full year effects delivery for next year. The diagram below sets out phase 2:

## Phase 2 – by end of March 2023



Phase 3 will see the full design work of the new structure which will be completed by March 2023, with restructures taking place throughout the following year and the full culture change over a three year period. Services will be considered down

to the functions they contain, but we must not break up services to the extent that they become incoherent and lose their ability to be delivered effectively for customers. As an example, some services in Housing have a people and place focus, so there will need to be realignment of how services are currently aligned and managed into the distinct areas.

## Phase 3 by March 2024



This report presents proposals for the continued effective management of the Council, reflecting the resources available, the current priorities and the medium to longer-term objectives of the Council. It is also really important for resilience purposes to ensure we have the right strategic capacity to support the delivery of the Council's agenda, whilst at the same time, contributing to the overall financial challenge the organisation faces. The phased approach and time lines set out above should enable us to achieve this.

What is also important, is that we don't put the organisation and its staff through change upon change, otherwise change fatigue will impact on service delivery and staff won't choose Havering, but will choose to leave Havering. To that end, some current restructures have been paused to allow the initial TOM work to conclude and we will endeavour to ensure that the number of restructures staff have to go through is minimised. However, in some areas staff may have to go through more than one restructure.

If posts become vacant during the process, we will also take the opportunity to move faster and bring things together more quickly, to clearly give the organisation the clarity that the realignment is happening and will impact from the top of the organisation down. One such change follows the recent announcement that the current Director of Neighbourhoods is to move on. Instead of replacing the role like for like, we will take the opportunity to merge the role and other Director roles and

create the Strategic Director of Place. The job description for this can be seen with the other new job descriptions at appendix D.

### **CONSULTATION AND ASSIMILATION ARRANGEMENTS:**

It is proposed that a period of formal consultation is held with all affected staff and Trade Unions on the new senior management structure.

The Council has an agreed process for making appointments to posts falling within the purview of the Joint Negotiating Committee for Chief Officers in Local Government, as a consequence of a senior management realignment (referenced as background papers).

Subject to the approval of Cabinet, full consultation will commence with affected staff and trade unions in line with the Council's organisation change policy, which is elsewhere on tonight's agenda, at the relevant point in the process.

It is proposed that the consultation period will start in the new calendar year with comments invited at the earliest opportunity. Following completion of the consultation period and subsequent approval of the restructure, relevant staff will be invited to seek assimilation or redeployment (where possible). Under the Council's Constitution, the creation of Chief Officer posts require an Executive Decision and so, following consultation, these proposals will be considered through the Council's normal democratic processes with the whole process completed by 31<sup>st</sup> March 2023, or sooner if possible. Changes following the consultation will be delegated to the Chief Executive to approve.

All the changes will be implemented within the principle of the Council's Managing Organisational Change & Redundancy Policy and associated guidance, although Chief and Deputy Chief Officers are not covered under the policy.

### **GRADING, PAY and REMINERATION FOR THE SENIOR MANAGEMENT TEAM:**

Current senior management pay is evaluated using the GLE and GLPC job evaluation schemes.

At present the current grading for the roles affected are noted below and there are no proposed changes to this, but the Assistant Chief Executive role has been graded at grade 14:

- Director Roles (Grade 17) up to a max £161,604
- Assistant Director Grades (Grades 13-15) £83,022 - £114,012
- Assistant Chief Executive (Grade 16) up to a max £139,470

All salaries exclude on-costs.



## **REASONS AND OPTIONS**

### **Reasons for the decision:**

To outline recommendations from the Chief Executive, the statutory Head of Paid Service, for a realignment and consolidation of the Council's organisational structure to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities as well as build on the changes and learning from responding to the Covid-19 pandemic and create a modern, dynamic and flexible organisation to meet the challenges of the future.

### **Other options considered:**

**Not applicable**

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The recommendations of the report approves the organisational and departmental realignment recommended by the Chief Executive/Head of Paid Services as outlined in the report including the creation of the two posts, Director of Finance & Transformation and Assistant Chief Executive.

There is no increase in overall management costs through the deletion of a number of posts, and in fact savings will be delivered towards the currently already agreed staff savings. Further changes to structures below Chief Officer will be developed as the organisational structure of the Council moves to the People; Place; Resources model. All moves will need to be contained within the overall budget for existing staff, delivering further MTFS savings as the opportunity arises.

The timeliness of the proposals and the impact of the delivery on the MTFS will be risks associated with progress through HR Organisational Change processes.

### **Legal implications and risks:**

1. Under the Constitution, the Chief Executive is the statutory Head of Paid Service and reports to Council on the officer structure of the Council and the discharge of the Council's functions.
2. This report seeks approval from Full Council to a change to the Rules in accordance with para 1.3 of the Staff Employment Procedure Rules set out in Section 4.11 of the Constitution.

3. There are no specific legal implications arising directly from this Report.

### **Human Resources implications and risks:**

The consultation and subsequent implementation will be managed in accordance with the National Chief Officer Terms and Conditions of Service and will be guided by the Council's Managing Organisational Change & Redundancy Policy and associated guidance. Any internal posts requiring interviews will be heard by the CE or their representative. Efforts will be made to identify suitable redeployment opportunities for any staff not assimilated. Any posts requiring external recruitment interview will be heard by the Appointments Sub Committee as per the agreed process included in background papers and as set out in the constitution.

Any further changes needed at either Head of Service or support staff levels will be managed in line with delegated powers and statutory consultation will take place with relevant staff as required, following the Council's normal processes.

The establishment of or changes to posts within the Senior Leadership Team is a matter for Council consideration. The appointment to such posts is a matter for the Appointments Sub Committee, although where there is competition for internal posts, it recommended to full Council that this delegation be giving to the Chief Executive.

### **Equalities implications and risks:**

There are no equality implications arising from this report that are apparent at this time. As we move through the process, a full EQIA will be completed and reviewed on an ongoing basis.

### **Health and Wellbeing implications and Risks**

The proposed changes will facilitate collaboration between services and thereby improve the delivery of the Council's key priorities including those regarding health and wellbeing and narrowing inequalities. All three pillars – People, Place and Resources affect the health of residents and continuation of the existing process of health impact assessment will ensure that this given due consideration in future decision making irrespective of organisational structures.

<b>ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS</b>
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None relating to this report.
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**BACKGROUND PAPERS**

**REPORT OF THE CHIEF EXECUTIVE**

**Appointments Committee 20<sup>th</sup> May 2008**

**SUBJECT: The process for making appointments to Chief Officer posts as a consequence of a senior management realignment**

**Appendix A**

**Current Structure Reporting to the Directors**

**Director of Adult Social Care:**

- Lurleen Trumpet, Safeguarding Adults
- Annette Kinsella, Assessment Community Review
- Alan Grierson, Adult Services Directorate (Contingent Worker)
- Carol White, S75 MH Management (Contingent Worker)
- Caroline May, Assessment Community Review

**Director of Childrens:**

- Trevor Cook, Assistant Director, Education
- Petra Schmidt, Head of Clinical Practice
- Tara Geere, Assistant Director of Children's Social Care
- Ian Elliott, Head of Innovation and Improvement
- Catherine Dempsey, Principal Social Worker, Head of Social Care Practice Children's and Adults

**Director Neighbourhoods:**

- Jane Glazebrook, Group Manager, Business Support
- Helen Oakerbee, Assistant Director of Planning
- Chris McAvoy, Head of Environmental Enforcement and Community Safety
- Louise Roast, Head of Bereavement and Registration Services
- Imran Kazalbash, Assistant Director of Public Realm
- Assistant Director of Civil Protection (VACANT)

**Director of Public Health:**

- Elaine Greenway, PH Consultant
- Tha Han, PH Consultant
- Louise Dibsdall, Acting PH Consultant
- Anthony Wakhisi, Principal PH Specialist

**Director of Housing:**

- Darren Alexander, Assistant Director of Housing Demand
- James Hunt, Head of Housing Strategy and Service Development
- Evonne Hudson, Assistant Director of Housing Operations and Estates
- Assistant Director of Housing (VACANT)
- Garry Knights, Assistant Director of Property Services
- Katri Wilson, Assistant Director of Supported Housing

**Director of Regeneration:**

- Paul Walker, Assistant Director of Development (Contingent Worker)
- Kirsty Moller, Head of Programme and Support
- Howard Swift, Head of Inclusive Growth

**Chief Operating Officer:**

- John Green, Assistant Director, Joint Commissioning Unit

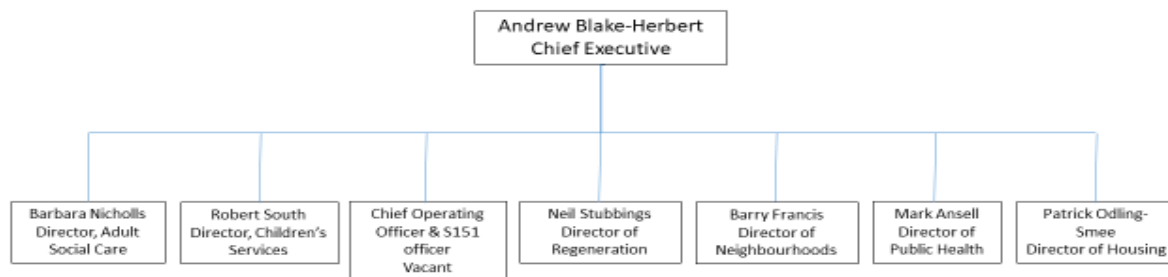
- Gareth Nicholson, Assistant Director, Customer & Communications
- Sandy Hamberger, Assistant Director, Policy, Performance & Community
- Paul Fisher, Transformation Programme Director

Managing Director oneSource:

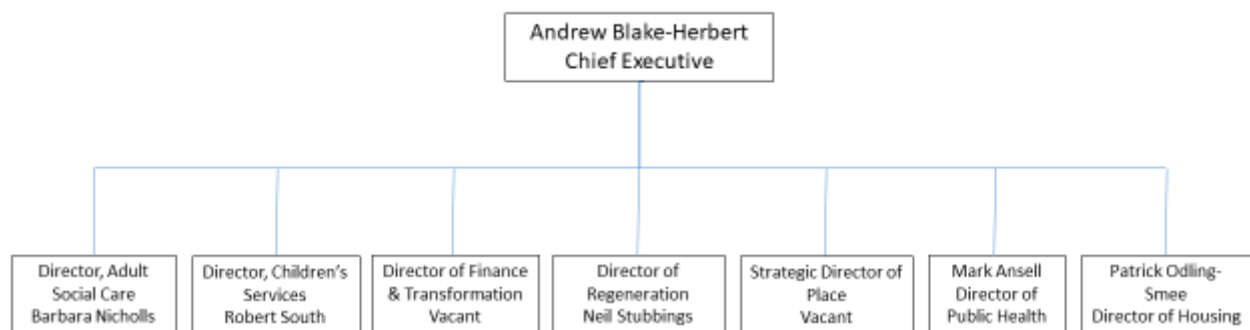
- Finance, Dave McNamara
- Director of HR & Organisational Development, Julie A. Harris (Contingent Worker)
- ICT, Simon Oliver (Contingent Worker)
- Performance, Policy and Programmes, Liz Carswell
- Asset Management, Mark Butler
- Legal and Governance, Asmat Hussain (fixed term)
- Exchequer and Transactional Services, Sarah Bryant
- Head of Audit and Assurance, Jeremy Welburn

**Appendix B**

**Current Structure Chart**



**Proposed structure Chart**



**Appendix C. Table of alignment of functions in December 2022**

People	Places	Resources
Front-facing Adult Social Care	Environment	Democratic Services, Members, Electoral, Executive Support, Business Support, Complaints
Front-facing Children's Social Care	Public Realm, Corporate Landlord & Facilities Management	Finance
Early Help service (Children's)	Parking	HR & OD
Adolescent Safeguarding service (Youth)	Education Asset Management	Procurement
Public Health	Street cleansing	Health & Safety
Safeguarding	Climate Change	Risk Management & Audit
Appointee and Deputyship (Adults)	Planning	Business continuity, Emergency Planning and response
Mental Health Services	Building Control	Policy & strategy
Adults Integrated Services	Regeneration	Communications
Health & Wellbeing inc Sports Development	Economic Development	Engagement
MASH	Civil protection	Insight, data analysis & Performance
Employment & Skills	Community Safety	Equalities & Diversity
Partnership working with voluntary sector	Housing (all aspects)	Commissioning
Principal Social Worker	Mercury Land Holdings	IT (including systems support)
Day centre provision		Transactional services
Children's Centres		oneSource business development
MyPlace		Transformation
The Cocoon		Legal
Culture and Leisure (inc Libraries and community hubs)		Project and Programme Management
Community cohesion		Income/debt collection
Community development		Housing service development & Strategy
Passenger Travel Service		Contract management
Adults financial assessments		Provider management
School & Early Years Place Planning and Organisation		Quality (care homes)
Young People's Education & Skills, incl NEET prevention		Provider payments (Social Care)
Education Traded Service (including catering)		Direct payments (Social Care)
School Admissions, Attendance and Inclusion		Revenues & Benefits - Explore splitting front-facing advice into People and back office services into Resources
School Improvement, Quality Assurance and Safeguarding		Customer Service Centre combined with housing
School Finance & SIMS Support		Payroll
Schools HR		Enforcement
School Governor Services		
Under 5's SEND Support		
5-19 SEND Support		
SEND Assessment & Planning		
Education Psychology		
Bereavement Services (funerals, memorials)		
Registrars (Weddings, Events)		
Music School		
NB need to explore the elements of areas where there is a split and allocate to the most appropriate area in line with the principles, ie people elements and place elements need further exploration.		

**Appendix D**

**Post Title:** Assistant Chief Executive – Chief Execs Office

**Directorate:** Chief Executive's

**Reporting to:** Chief Executive

**Direct Reports:** tbc

**Role Purpose:**

To provide executive support and programme management to the Chief Executive and Strategic Leadership Team to ensure the delivery of the Councils corporate objectives. The role will facilitate these through an effective planning and co-ordination service, building strategic and operational relationships within and outside the Council (including leaders, members and senior civil servants), and supporting the process whereby objectives and plans are translated into delivered actions and outcomes.

To assist with the effective corporate management of the Council as a member of Strategic Leadership Team (SLT), chair of the Corporate Leadership Team (CLT) and through the provision of additional and bespoke project management, research, analysis, policy formulation and facilitation support to the Chief Executive, Directors and Cabinet

To support the improvement and development of the Council by working with the Chief Executive and SLT to identify key areas of improvement, and develop and implement appropriate plans and actions to address them to realise greater effectiveness, productivity, efficiency and joined up working.

To provide leadership and management of the Chief Executive's Office and Corporate Business Support Teams, Governance Services Team and Scrutiny Officer, ensuring high quality business and administrative support is provided to SLT and the wider organisation with a focus on business excellence and customer service.

To provide leadership and management of the full range of Councils' customer services delivery, to ensure a consistent, customer focused delivery to the public, trying to get responses to be right first time, and therefore reducing duplicate contact.

To provide leadership, direction and management of the full range of Policy, Performance and Community services on behalf of the Council and in the public interest. These currently consist of Policy & Performance (including Business Intelligence), Systems, Corporate and Community Resilience, Employment and



Skills, Corporate Diversity and Equality and the Programme Management Office (PMO).

To develop and deliver a Policy, Performance and Community service that is capable of playing a key role in supporting the political and managerial leadership of the authority in driving the transformation agenda and budget strategy going forward, and as such is designed to deliver service improvement as well as efficiency savings.

To oversee the development and implementation of the key Council policies and strategies, including the Corporate Plan, Business Intelligence Strategy, Employment and Skills Plan, Major Emergency Plan and Corporate Business Continuity Management Plan.

To take the lead on corporate projects such as Peer Reviews, Inspections, other external assessments and Central Government initiatives.

To ensure the development and implementation of a whole system approach, across the whole of the public sector, to key issues and challenges affecting the local community and borough, including by playing a leading role in key partnerships such as the Community Safety Partnership, Local Safeguarding Children Board, Safeguarding Adults Board and Health and Wellbeing Board.

Responsible for development and implementation of the Council's communications strategy, customer strategy, web strategy, sports strategy and its culture strategy.

Responsible for providing an effective and professional communications service and for managing a team working across all communications channels including media relations, campaigns, digital and social media, internal communications, publications, creative design, event management, and community engagement.

To deliver effective communications to protect and enhance the Council's reputation and to ensure that residents, partners, elected Members and staff are able to understand and engage with the Council's vision and priorities.

**Accountabilities:**

- To manage and co-ordinate plans, programmes and resources across services and portfolios on behalf of the Chief Executive and the Strategic Leadership Team including the Transformation team and activity.
- To support the Director of Legal and Governance and S151 Officers to ensure development and guidance to the Senior Governance Officers, Governance Services Officers and Scrutiny Officer.
- To develop and maintain credible business relationships with key Stakeholders.
- To act as the Chief Executive's spokesperson where necessary, and ensure that policies, priorities and programmes are actively promoted internally and externally, and are translated into effective operational plans and delivery.

- To work with the Head of Governance/Monitoring Officer, Governance Services to develop and maintain a framework for the management and control of reports for Board Meetings, Committees and other formal decision-making forums maintained by the Combined Council.
- To provide the effective co-ordination of information and action at a Leadership Team level supporting the Chief Executive and the SLT in driving effective policy development, resource planning, and performance management, to ensure the delivery of key programmes and priorities.
- To promote and support high standards of management information, transparency and governance and encourage relevant and timely challenge through appropriate scrutiny and performance management.
- To ensure opportunities are taken to promote continuous improvement and business excellence, and realise greater efficiencies through service and process development, drawing on practice and learning in the sector.
- To provide servicing and administration of the Strategic Leadership Team and Senior Leadership Team meetings, ensuring an effective register of decisions and actions, and filing system / archive of agendas and papers that support decisions.
- To work with the Chief Executive and SLT to lead the development of the Council's (annual) delivery plan, and the performance management/reporting arrangements for it.
- To develop the Council's approach to stakeholder engagement, relationship management and public affairs, and to personally manage the relationship with one or more non-constituent member authorities.
- To provide support to the Chief Executive (and other Directors) in their role as lead officers for priority portfolios (e.g. Inclusive Communities), and to provide line management, direction and support to staff leading projects, initiatives and activities that contribute to the portfolio deliverables and outcomes

**Responsibilities:**

- Provision of support to the Chief Executive and senior management to ensure delivery of key objectives and outcomes in corporate programmes and activities.
- To provide support and capacity to Leadership Team within any area of operation of the Council as and when required – including high quality research, scoping and diagnostic work, and facilitation.
- To Chair the Corporate Leadership Team and lead its further development and improvement.
- Provide the link with key Leadership Priorities to ensure that programming issues are covered and impacts on other areas identified when considering actions from Leadership Team.
- To prepare Reports, Plans and Proposals as required by the Chief Executive and Leadership Team.
- To manage the co-ordination of appropriate and effective reporting systems to meet the need for timely and understandable information on the areas covered by the role.

- Contribute to and engage with the Council's strategic planning process and ensure proper consideration is given to wider priorities and policies in all planning and programming activity.
- To help support and establish clear aims and objectives and encourage innovation and the creative use of resources in the area of responsibility.
- To commission and co-ordinate activity and interventions that support innovation and the continuous improvement of the Council and ensure that a high quality of service is delivered.
- To attend meetings of the Strategic Leadership Team to provide appropriate critical friend challenge help facilitate discussion, challenge and quality assurance of proposals, reports and communications.
- To work with the Chief Executive and Strategic Leadership Team to develop effective communication of priorities, plans and programmes, and to help plan and facilitate engagement and involvement of staff and stakeholders to build greater awareness, understanding and buy-in.

**Qualifications:**

(The qualifications below are not necessarily required in all cases, but indicate the level of intellect required to perform the duties of the post).

- Educated to degree level or equivalent
- Project Management qualification or demonstrable experience of programme management essential.

**Experience:**

- In depth understanding of local and central government, their roles structures and relationships.
- Strong and varied record of achievement at a senior level in complex political environments, preferably in local government

**Significant senior level experience of:**

- building and maintaining strategic relationships and partnerships with a range of stakeholders
- communications and stakeholder management strategies and execution
- business management and transformation programme sponsorship/steering
- creating strategies, interventions and innovative solutions to complex issues
- providing direction and managing performance
- operating as part of a senior team

**Skills and abilities:**

- High level of political awareness and sensitivity
- Proven ability inspire and motivate others
- Demonstrable integrity and credibility with politicians, senior managers, key stakeholders and staff
- Proven ability to negotiate with and influence a wide range of stakeholders

- Proven ability to deliver and prioritise work against competing demands to meet deadlines
- Highly developed written and oral presentation skills with ability to present complex ideas in a clear and comprehensible way
- Creative thinker with high intellectual capacity, capable of translating ideas into policy and practice
- High level awareness of media and presentational issues, and proven ability to work with politicians and media professionals to shape and project credible public positions.

**Other:**

Undertake rotational out of hours roster on the Silver Command as the corporate representative; in the event of a major incident or emergency requiring immediate attention – which potentially could impact the buildings or the services and functions that operate as part of the Council. To escalate the issue to Leadership Team member (Gold Command) if high level co-ordination & decision making required. The post-holder will be added to the out of hours rota on a weekly basis

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate “One Council” performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex projects</li><li>• Ensures communication effectiveness throughout the business is continuously reviewed</li></ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"><li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li><li>• Identifies good practice &amp; solutions and integrates into service provision</li><li>• Translates customer and stakeholder feedback into strategic improvements</li><li>• Forms strategic groups and partnerships to develop and improve services</li><li>• Actively seeks out and recognises opportunities for developing new customer bases</li></ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"><li>• Creates and articulates a vision that generates enthusiasm and commitment</li><li>• Uses intuition as well as complex analysis to create a new concept or approach.</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"> <li>• Encourages others to create strategies, visions and innovative services and emphasizes solutions that support strategic objectives</li> <li>• Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>• Demonstrates sensitivity in understanding the impact of change on others</li> <li>•</li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>• Inspires, encourages and supports others</li> <li>• Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> <li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> <li>•</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when planning projects</li> </ul>
Respecting Others	D	<ul style="list-style-type: none"> <li>• Develops strategy that takes forward the Equality and Diversity agenda</li> <li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li> <li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li> <li>• Works proactively with partner organisations to improve services for all</li> <li>• Respects confidentiality wherever appropriate</li> <li>• Upholds a high standard of fairness and ethics in words and actions</li> </ul>

**Appendix D continued**

**Post Title:** Finance and Transformation Director and S151 Officer

**Directorate** Finance – including all Finance and OneSource

**Reports to** Chief Executive

**Direct Reports:** tbc

**Role Summary**

Purpose of this role is to make a substantial contribution to the corporate management of the Council, and to direct and lead the Finance and One Source Directorates ensuring the provision of best in class Services.

- The Director of Finance is the Council's Section 151 Officer and lead financial adviser to the Council
- The post holder has direct responsibility for the Council's main financial accounting and management activities including budget and funding
- The post holder is jointly responsible for the Directorate of OneSource
- The post holder is accountable for the Transformation team and their strategy and plan on professional business improvements including the application of business process improvements and lean practices, and quality assurance frameworks.
- The post holder will report to the Chief Executive and be accountable to the Chief Executive and Cabinet
- As a member of the Senior Leadership Team, the post holder is expected to be a champion of corporate values and objectives and to contribute their experience and input across the broad range of activity and required decision making across the Council

**What will you be doing?**

**Overall Role Responsibilities**

The S151 Officer will ensure statutory and financial requirements are met, and unqualified audit and risk is appropriately managed and understood.

- As a member of the Council's leadership team, contribute to the development of the Council's corporate strategy and ensuring effective, efficient and economic management of the Council in general
- Work closely with the Chief Exec and SLT, the Cabinet and the relevant portfolio holder(s) to agree funding and annual levy propositions, and a medium-term financial strategy/plan



- To set the overall outcomes for the Council and to develop commissioning and other strategies which deliver the overall strategy set by the Leader and Cabinet.
- The role is the Council's statutory Chief Finance (Section 151) Officer with responsibility for ensuring that the Council operates within required financial policies and procedures to ensure the efficient and appropriate use of public money.
- To lead the management of all critical retained functions that support the Council's operation including client side management of OneSource, the Council's shared service back office provision, Communications, Information Management, Programme and Resources and Commercial functions.
- Be responsible for risk and reputation management.
- Ensure that all regulatory, statutory and financial requirements are met and delivered on time.
- Have lead accountability for the financial and commercial performance of the Council.
- Continuous review of the organisation and ways of working, ensuring that teams are commercially aware and efficient, and that business information can be used to identify appropriate contributions and to support decision making.
- Work with the governance structures to ensure that the needs of the Council, are met, providing them with best in class support.
- Accountable to ensure that the directorates drive value for money and added value in contract negotiations and ongoing procurement relationship management, that programme assurance and appraisal is aligned to required governance and has robust ROI processes attached with strong alignment to strategic objectives.
- Ensure that the Business Planning and Performance Reporting teams play an active and creative role in assisting the Council in achieving its vision and priorities.
- To lead the Transformation team and their strategy and plan on professional business improvements including the application of business process improvements and lean practices, and quality assurance frameworks.

#### Relationships and Partnerships

- Operate successfully in a political environment involving close working with democratically elected local Councillors.
- Forge and manage strong and effective relationships where appropriate with the business community, local and public sector bodies as appropriate.
- Ensure where relevant that good effective and positive working relationships are developed and maintained with central Government and development agencies to influence attitudes and approaches to gain necessary funding in support of the Council's policies.

#### Corporate Management and Service Delivery

- A Member of the Council's SLT working with members to ensure Council is doing the right things and delivers its priorities

- Ensure KPIs, performance management systems and effective policies are in place to ensure successful delivery of services by the Council.
- Lead, encourage and motivate staff to work to their full potential, aligned to business priorities.
- Lead by Example: Influence behavioural change in others through exemplary demonstration of living and embedding the values.
- Think, behave and act strategically; taking accountability and ownership of Council issues.
- Drive a continual improvement culture and structured approach to efficiency, effectiveness, and economic business performance, developing a culture of innovation and creativity.

### **The Role Holder**

- Qualified Accountant - Essential
- Local Council / Council experience - Essential
- Have significant and relevant prior experience of financial management in the public services or equivalent including the audit and regulatory environment applicable to the public sector.
- Ability to operate corporately, working effectively with other leadership team members demonstrating political awareness and displaying skills of leadership, teamwork, co-ordination, problem solving, change management and planning.
- Excellent numerical and IT skills with the ability to provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations.
- Experience managing a number of functions including Finance, Commercial operations (Investment, Procurement and Project Appraisal and Assurance), Business Planning and Performance Reporting.
- All personal qualities expected of someone operating at Executive level and as per Council Senior Leadership grade and behaviour indicators.

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.

systems within the service area.	
Identify the competencies and development needs of teams and individuals	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex projects</li><li>• Ensures communication effectiveness throughout the business is continuously reviewed</li></ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"><li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li><li>• Identifies good practice &amp; solutions and integrates into service provision</li><li>• Translates customer and stakeholder feedback into</li></ul>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
		strategic improvements <ul style="list-style-type: none"> <li>• Forms strategic groups and partnerships to develop and improve services</li> <li>• Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>• Creates and articulates a vision that generates enthusiasm and commitment</li> <li>• Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>• Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>• Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>• Demonstrates sensitivity in understanding the impact of change on others</li> <li>•</li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>• Inspires, encourages and supports others</li> <li>• Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> <li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> <li>•</li> </ul>
Achieving Results and	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward</li> </ul>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Success		<p>in response to changing needs of the organisation</p> <ul style="list-style-type: none"><li>• Understands and considers the impact of external influences</li><li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li><li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li><li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li></ul>
Planning and Implementing	D	<ul style="list-style-type: none"><li>• Anticipates and makes plans to deliver the Corporate Strategy</li><li>• Incorporates strategic and/or longer term issues in plans</li><li>• Manages projects, identifies and negotiates relevant resources</li><li>• Communicates the plans to appropriate staff/stakeholders</li><li>• Puts in place contingency plans to cope with potential problems</li><li>• Considers budgets when planning projects</li></ul>
Respecting Others	D	<ul style="list-style-type: none"><li>• Develops strategy that takes forward the Equality and Diversity agenda</li><li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li><li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Appendix D Continued**

**Strategic Director of Place - Job Description**

<b>Job Title:</b>  Strategic Director of Place	<b>Strategic Directorate:</b>  Place
<b>Service/Section:</b>  Place	<b>Post Number(s):</b>  <b>Job Evaluation Number:</b>
<b>Grade:</b>	<b>Date last updated:</b>  <b>Date of last Evaluation:</b>

**Main Purpose of the Job/Key Objectives:**

The Strategic Director reports to the Chief Executive and is a key chief officer role within the Council, working within the Senior Leadership Team to deliver the corporate vision of 'A Havering you want to be part of'. Accountable for being an excellent performing and widely respected service provider.

As well as leading a range of universal and regulatory services, the post holder will be a visible advocate for Havering, working with residents to champion the role of communities and providing strategic leadership of place. This will include strengthening the Council's approach to community engagement and rethinking how services are provided through community hubs and the Council's digital services.

The post holder will be the officer lead for Place, one of three themes in the corporate plan leading the strategic delivery in all areas of accountability.

To provide leadership and the strategic direction for the management of a range of services designed to ensure a clean and safe public realm environment, Regeneration and Housing programme in Havering, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.

Developing and delivering an effective infrastructure and sustainability plan, including waste and energy.

To provide leadership, direction and management of the full range of services on behalf of the Council and in the public interest.

For all those functions within the service area (which may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality and best value for money. In addition, provide an analysis and interpretation of legislation or regulations relating to the work of the service division

including offering advice on such matters to the Chief Executive, Elected Members, Assistant Directors/Head of Service colleagues.

**As well as the corporate leadership role, specific objectives within the role responsibilities are:**

### **Neighbourhoods**

- To provide leadership and the strategic direction for the management of a range of services designed to ensure a clean and safe public realm environment, regeneration programme in Havering, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.
- To provide the one public realm service, bring together grounds maintenance functions across all the Councils assets.
- To provide leadership and direction for the full range of regulatory and non-regulatory services on behalf of the Council and in the public interest. These include (although are not limited to):
  - Strategic Planning and Transport Policy;
  - Development and Building Control;
  - Emergency Planning;
  - Public Protection;
  - Community Safety;
  - Public Realm and Parks;
  - Waste and Recycling;
  - Bereavement;
  - Registration Services; and,
  - Enforcement

### **Regeneration**

- To provide the strategic direction for and management of a range of services designed to ensure delivery of the Council's regeneration programme working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To develop, manage and coordinate the Council's business development and economic growth strategies, including place based regeneration strategies to secure inward investment in Havering and build its reputation as a good place to do business.

### **Housing**

- To provide the strategic direction for the management of a range of housing services for Council tenants and leaseholders, working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To provide the strategic direction for tackling homelessness including the development of housing options which ensure ongoing housing supply.
- To work collaboratively with the Strategic Director of Regeneration to ensure that opportunities fully meet the future housing needs of the borough.



- To ensure that the Council's Housing Strategy meets the needs of the Havering community, and that strategic and statutory responsibilities, in respect of the management of housing services, are delivered in line with Government policy.
- To provide leadership, direction and management of the full range of Housing services on behalf of the Council and in the public interest. These consist of Housing Demand, Property Services, Housing Management, and Supported Housing

### **Job Context**

- Havering is the third largest London Borough covering an area of 11,227 hectares and 386 miles of highways. It has 106,000 households and 250,000 residents. Regular resident surveys demonstrate a clear correlation between satisfaction with parks and public realm services and satisfaction with Havering as a place to live.
- Havering is landlord to 10,000 Council residents. The Strategic Director of Place has responsibility for four main service areas; Housing Demand, Property Services, Housing Management and Supported Housing.

### **Neighbourhoods**

- Responsible for strategic and operational delivery of the Council's Public Realm, Highways, Traffic and Parking Services.
- To ensure sound working relationships with the GLA, MHCLG, HLF, Department of the Environment, Highways Agency, Transport for London, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in and ensure the effective management of the built and natural environment.
- To represent the Council as lead officer for the East London Waste Authority and discharge the Council's responsibilities with regard to monitoring the waste disposal contract.
- To act as a champion for local businesses and ensure that they have access to responsive services from the Council including working closely with the BID and other organisations.
- To develop, deliver and coordinate regulatory services strategies across the Council.

### **Regeneration**

- Responsible for strategic and operational delivery of the Councils Regeneration programme and economic development.
- To ensure sound working relationships with MHCLG, HLF, Department of the Environment, Highways Agency, Transport for London, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in and ensure the effective management of the terrestrial environment.

- To ensure sound working relationships with the GLA, the LEP, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in Havering, and its supporting infrastructure.
- To act as a champion for local businesses and ensure that they have access to responsive services from the Council. To work closely with the BID and other organisations.

## **Housing**

- The key strategic principles the role has accountability for are:
- Prevent homelessness and increase housing options
- Support the needs of vulnerable residents
- Be an excellent landlord, building and maintaining good relationships with tenants and leaseholders
- Promote the health, well-being, and safety of Council homes
- To ensure sound working relationships with the GLA, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in Havering, and its supporting infrastructure.

## **Key Statistics**

### **Budgetary responsibility (estimated)**

- Tbc

## **Staff Numbers**

- Tbc

## **Experience**

- Substantial proven leadership and a record of successful management at a senior level. A clear understanding of the role of local government generally and specifically in provision of all services in the Place Strategic Directorate to a diverse community
- A successful record of leading and managing change in a large multi-disciplinary organisation including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries.
- A successful record of achievement at senior management level, reviewing and developing all Place services and strategies, both proactively and in response to change.
- Experience of working effectively within a complex political environment as well as evidence of developing, implementing and monitoring clear standards of performance and service delivery outcomes.

- Experience of managing and motivating and developing a multi-disciplinary workforce within a strong performance management framework that drives continuous improvement. Successful management of substantial revenue and capital budgets, through rigorous control procedures.
- Successful establishment and implementation of business planning processes.
- Business acumen from creating a commercial environment where the management of cost and customer satisfaction is paramount.

### **Knowledge**

- In depth contemporary knowledge and successful practice of the provision of services to a diverse community
- A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government.
- The ability to set the strategic direction of the Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.
- An in-depth understanding of how to increase resident satisfaction

### **Qualifications**

Must have a relevant professional qualification and substantial leadership experience

### **Personal Qualities**

- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to the views of others along with a high degree of integrity and probity.
- Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.
- Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

### **Working conditions/circumstances**

- Strategic Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Strategic Directors will be responsible for specific service areas, these service areas may be changed from time to time after consultation. This therefore requires some degree of flexibility.

**Key Accountabilities and Result Areas for all SLT members**

**STRATEGIC MANAGEMENT AND MANAGING CHANGE**

- Manage and provide a strategic direction for the services provided by Neighbourhood Services, ensuring the service aims and objectives are aligned to the strategic direction and customer focus of the Council. This further entails ensuring the Council's compliance with its statutory duties in relation to service areas managed.
- Work with elected members and colleagues to develop the strategic direction and priorities of the service area within the overall aims of the Council; promoting and sustain a positive working partnership with elected members.
- Accountable for ensuring that the Council's policies, priorities, service planning & delivery and budget are effectively managed, along with promoting and develop a corporate "One Council" performance driven culture.
- Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors reflecting the Council's commitment to active partnerships with the community to regenerate Havering and improve the quality of life for citizens.
- Participate in the development and implementation of the annual Community Plan and support the Strategic Partnership. As well as, assisting in the development and implementation of a comprehensive partnership and participation strategy.
- Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies. This further involves, ensuring Havering develops and improves its services to demonstrate Best Value along with being equipped to respond to challenges and change.
- To assure customer focus is at the forefront of strategic and operational plans within the service including appropriate and customer feedback channels and timely analysis in order that continuous improvement may occur.
- To provide an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Chief Executive, elected Members, Assistant Director colleagues and schools.
- Central to the role of Strategic Director will be the effective management of change to deliver the new local government agenda. This role will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves confidently initiating and managing change in a challenging and complex environment.
- Deputise for the Chief Executive with other Strategic Directors as required.

**PERFORMANCE MANAGEMENT**

- Strategic Directors are accountable to their Chief Executive for performance management. This entails creating a performance management culture focused on achieving key objectives. This involves, initiating processes which will ensure that objectives are achieved on time to agreed standards and within resources available.
- Strategic Directors will be responsible for the performance management of staff under their control in order to ensure an integrated approach to service delivery and the consistent achievement of agreed service outcomes.
- Responsible for the establishment of effective target setting and performance management systems within the service area. Along with leading, developing and empowering staff to implement a corporate “One Council” performance driven culture, delivering measurable service outcomes and Best Value.
- To review and ensure that regular assessments of service quality are made, both in terms of professional content and public service provision, and ensure that appropriate steps are taken to improve service delivery.

### **DEVELOPING STAFF**

- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide a seamless service delivery.
- Identify the competencies and development needs of teams and individuals along with promoting a culture of continuous learning and development.

### **GENERAL**

- Establish and maintain effective communication and information systems to influence strategic directions and operational objectives, along with utilising management information systems, including information technology and be willing to undertake appropriate training. This includes identifying areas of self-development, which will contribute to high level performance and career development.
- Carry out responsibilities in accordance with the Council’s Equal Opportunities Policy for employment and service delivery; assuring all services within the area of responsibility are planned and delivered in accordance with the Council’s commitment to equality of opportunity and access.
- Ensuring the implementation of the Council’s Human Resources Strategies and Policies and the Council’s Health and Safety Policy, further taking forward the environmental priorities of the Council.
- Undertake other strategic, corporate and management responsibilities as may be assigned from time-to-time by the Chief Executive. Additionally, taking every opportunity within the role of Strategic Director to raise and market the profile of Havering and implementing the Council’s strategy for Business Planning.

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex</li></ul>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
		<ul style="list-style-type: none"> <li>projects</li> <li>Ensures communication effectiveness throughout the business is continuously reviewed</li> </ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"> <li>Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li> <li>Identifies good practice &amp; solutions and integrates into service provision</li> <li>Translates customer and stakeholder feedback into strategic improvements</li> <li>Forms strategic groups and partnerships to develop and improve services</li> <li>Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>Creates and articulates a vision that generates enthusiasm and commitment</li> <li>Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>Demonstrates sensitivity in understanding the impact of change on others</li> <li></li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>Inspires, encourages and supports others</li> <li>Understands broad political, economic and legislative trends,</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>predicting what effect they will have on the organisation</p> <ul style="list-style-type: none"> <li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> <li>•</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when</li> </ul>



Competency	Level	Criteria to be Evidenced (Description)
		planning projects
Respecting Others	D	<ul style="list-style-type: none"><li>• Develops strategy that takes forward the Equality and Diversity agenda</li><li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li><li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Additional Requirements:**

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the Council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employee's access to and use of the Council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the post holder may be required to perform duties not

specifically identified in the job profile but which are in line with the general responsibilities of the post. You may be required to work at any Council Site

- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.



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