



Agenda

Chief Officer Appointments Sub-Committee

Date Thursday 16th April 2026

Time 12.00 p.m.

Venue Room W1:07, First Floor West, Newham Dockside, 1000 Dockside Road, E16 2QU.

Contact: Joy George, Democratic Services Officer joy.george@newham.gov.uk

<p>MEMBERSHIP</p> <p>Councillors:</p> <p>Rokhsana Fiaz OBE, Mayor of Newham (Chair) Councillor Shaban Mohammed Councillor Sarah Jane Ruiz Councillor Amar Virdee</p> <p>Substitute Member None</p> <p>(Quorum: 3)</p>	<p>Officers in attendance:</p> <p>Laura Eden, Corporate Director of Children and Young People</p> <p>Gordon McFarlane, Director of Human Resources & Organisational Development</p> <p>Caroline Bloch, Strategic HR Business Partner</p>
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Rokhsana Fiaz OBE
Mayor of Newham

Paul Martin
Interim Chief Executive

Agenda

1. **Apologies for Absence**
2. **Declarations of Interest (Pages 3 - 4)**
3. **Appointment for the Post of Director of Young People and Opportunities (Pages 5 - 28)**
4. **Local Government Act 1972, as Amended by the Local Government (Access to Information) Act 1985 - Exclusion of Press and Public**
5. **Appendix B - Exempt information regarding candidate (Pages 29 - 50)**

Members' Declarations of Interest

Matters for Consideration Revised Guidance – April 2022

The following is offered as a guide to Members. Further details are set out in the Members' Code of Conduct, attached as Part 5.1 of the Council's Constitution.

1. Disclosable Pecuniary Interests

Disclosable Pecuniary Interests (DPI) are covered in detail in the Localism Act 2011. Breaches of the law relating to these may be a criminal offence.

- 1.1 If you have a DPI in any matter on the agenda you must not participate in any discussion or vote on that matter. If you do so without a prior Dispensation (see below) you may be committing a criminal offence, as well as a Breach of the Code of Conduct. The Council's Constitution requires any Member declaring a DPI to leave the meeting (including any public seating area) during consideration of the matter.
- 1.2 Members will be asked at the start of the meeting if they have any declarations of interest. The Council's Code of Conduct requires you to make a verbal declaration of the fact and nature of any DPI. You are also required to declare any DPIs before the consideration of the matter, or as soon as the interest becomes apparent, if you were not aware of it at the start of the meeting.

2. Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest

- 2.1 The Council's Code of Conduct requires you to make a verbal declaration of the existence and nature of any "Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest". Any Member who does not declare these interests in any matter when they apply may be in breach of the Code of Conduct.
- 2.2 You may have a "Non-Disclosable Pecuniary Interest or Non-Pecuniary Interest" in an item of business where:
 - 2.2.1 A decision in relation to that business might reasonably be regarded as affecting your well-being or financial standing, or a member of your family, or a person with whom you have a close association with to a greater extent than it would affect the majority of the Council taxpayers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
 - 2.2.2 It relates to interests which would be a DPI, but in relation to a member of your family or a person with whom you have a close association and that interest is not a DPI. If the matter concerns your spouse, your civil partner or someone you live with in a similar capacity, it is covered by the provisions relating to DPIs.
 - 2.2.3 It could also cover membership of organisations which you have listed on your Register of Interests (including appointments to outside bodies), where there is no well-being or financial benefit accruing to you but where your membership might be said to be relevant to your view of the public interest.
- 2.3 A person with whom you have a close association is someone who is more than an acquaintance, and is someone you are in contact with over a period of time, whether regularly or not. It is someone that a reasonable member of the public might think you would be prepared to favour or disadvantage when discussing a matter which affects them and so covers friends, colleagues, business associates, or someone you know through social contact.

- 2.4 Family should be given a wide meaning. In relation to the family of both you and your partner, it would include the parents, parents-in-law, children and step children, brothers and sisters, grandparents, grandchildren, uncles and aunts, nephews or nieces, together with the partners of any of these persons.
- 2.5 You should make a verbal declaration of any such interest in a matter to be considered at the meeting at the start of the meeting, or before the consideration of the item of business, or as soon as the interest becomes apparent if you are not aware at the start of the meeting of the interest.

3. Register of Members interests

Members are required to complete the Register of Interests and to keep this register up to date by informing the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of their DPs.

4. Dispensations

In certain circumstances the Monitoring Officer is able to grant a dispensation to you which will enable you either to participate in the discussion on a matter, to vote on the matter, or both. Dispensations can only be granted in limited circumstances. If you believe that you are able to claim a dispensation you must seek advice as soon as possible from the Monitoring Officer, who will consider your request.

The Monitoring Officer, under Section 33(2) of the Localism Act, has granted the following general dispensations to all Members until the Annual Council meeting in 2026, on the grounds that the dispensation is in the interests of the inhabitants of Newham and/or it is appropriate to grant the dispensation to maintain a similar position as applied under the previous code of conduct. This means Members do not need to leave the meeting if their Disclosable Pecuniary Interest arises and is:

- An interest common to the majority of inhabitants in their ward.
- An interest so remote that it is not likely to prejudice their judgement of the public interest.
- Council housing unless related to their own particular tenancy.
- School meals and/or transport unless relating to their own child's school.
- Statutory sick pay for members.
- Members allowances.
- Setting Council Tax or precept.
- Agreeing any Local Council Tax Benefit Scheme.
- Interests arising from membership of an outside body to which the authority has appointed or proposes to appoint them.
- The Local Government Pension Scheme unless relating specifically to their own circumstances.

5. Bias and Predetermination

If in relation to any decision, your outside connections may make it appear to a reasonable person that there is a real danger of bias, or predetermination you should seek advice as to whether it is appropriate for you to participate in any discussion about the matter and in the decision, regardless of whether or not you consider that you should declare an interest as defined above.

For further advice about these matters please contact Janie Berry – Interim Director of Legal and Governance and Monitoring Officer – 020 3373 8603 or Janie.Berry@newham.gov.uk

LONDON BOROUGH OF NEWHAM CHIEF OFFICER APPOINTMENT SUB-COMMITTEE

Report title	Appointment of Director of Young People and Opportunities	
Date of meeting	Thursday 16 th April 2026	
Lead officer	Laura Eden, Corporate Director of Children and Young People	
Exempt information and grounds	Yes: Appendix B	<p>Grounds: Appendix B is not available for public inspection it contains or relates to exempt information within the meaning of paragraph 1 of Schedule 12A of the Local Government Act 1972</p> <p>The Appendix contains information relating to individuals and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
Wards affected	Not applicable	
Appendices	Appendix A – Job Description Appendix B - Exempt information regarding candidate Appendix C – London Borough of Newham’s Change Management Procedure	

1 Introduction

- 1.1 The Chief Officer Appointment Sub-Committee has been convened for the purpose of interviewing candidates for the position of the Director of Young People and Opportunities, with a view to the panel recommending an appointment.
- 1.2 In line with the requirements of the Council’s Constitution, the recommendation of the Committee will be subject to:
- consultation with Cabinet members

2. Recommendation

The Chief Officer Appointment Sub-Committee is asked to:

- 2.1 Recommend for appointment, following consultation with Cabinet members, the successful applicant following the conclusion of the interviews; details of which will be recorded in the minutes of the meeting.

3. Background

- 3.1 The Chief Officer Appointment Committee met on Tuesday 7th April 2026 and agreed to convene a Chief Officer Appointment Sub-Committee to undertake the interview for the role of Director of Young People and Opportunities.

- 3.2 The following members were selected to form the Chief Officer Appointment Sub-Committee:

Mayor Rokhsana Fiaz
Councillor Sarah Ruiz
Councillor Amar Virdee
Councillor Shaban Mohammed

- 3.3 A new role, Director of Young People and Opportunities, has been created following the recent review of the Council's Tier 2 and Tier 3 management structure. The purpose of this post is to strengthen senior leadership capacity within Children and Young People Services and ensure that future service delivery aligns with the Council's corporate priorities—particularly in relation to early help, education partnerships, community cohesion, safeguarding, Youth Services, Youth Safety, and the achievement of planned financial savings.
- 3.4 Reporting directly to the Corporate Director of Children and Young People, the postholder will provide senior leadership and strategic direction across a multidisciplinary portfolio. This includes targeted youth support, youth justice, youth services, NEET reduction, post-16 education, and the wider youth commissioning function. The Job Description is attached at Appendix A.
- 3.5 As this is a newly created role, the Council will undertake a formal recruitment process. In parallel, a separate review of the Tier 4 management structure within Children and Young People Services has recently concluded. This review resulted in the deletion of two senior leadership posts. Both postholders were placed at risk and formally consulted in accordance with the Council's Change Management Procedure. One employee has chosen not to apply for the role whilst the remaining employee is now formally at risk of redundancy and will be offered a ring-fenced priority interview before any external recruitment is initiated, in line with the Council's obligations to employees affected by organisational change. Their details are attached at Appendix B.
- 3.6 The Council's Change Management Policy states, (see Page 6, section Ringfence, Appendix C):

- *roles in the new structure are not fundamentally the same as the roles in the old structure, but are sufficiently similar in nature to be considered a possible suitable alternative and*
- *they are at the same grade, or one grade higher, or one grade lower.*

3.7 In the event the employee is not successful, they will be given notice and will be eligible for redeployment to a suitable alternative position should one be available.

4. Decision of the Chief Officer Appointment Sub-Committee

4.1 In line with the requirements of the Council's Constitution, the recommendation of the Committee will be subject to consultation with every member of the Cabinet for a period of two working days. During this time, Cabinet members will be able to consider the proposed appointment and raise any objections. An objection must be reasonable, well-founded and based on material fact.

5. Legal implications

5.1 Whilst there are no direct legal implications arising from this report, the process and recommendation detailed in this report are in accordance with the Council's Constitution and Officer Employment Procedure Rules.

5.2 All appointments must comply with general employment and equalities legislation and the Council's recruitment policy.

6. Financial implications

6.1 The position of Director of Young People and Opportunities is a budgeted post within the Council's establishment. Salary costs will be within the range set out in the Council's Pay Policy for 2026/2027.

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Job Description



Job Title: Director of Young People and Opportunities	Service Area: Young People and Opportunities	
Directorate: Children and Young People Services	Post number	Evaluation Number: LBN 795
Grade: SMR D	Date last updated: September 2025	

People at the heart of everything we do

We are committed to putting people – Newham residents and Council staff – at the heart of all we do. Our approach is a collaborative joint enterprise between residents, the Mayor, Members, Council staff and the Corporate Management Team.

Equality and diversity

We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity policy in the course of their work.

Protecting our staff and services

Adherence to health and safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately.

Corporate parent

Every member of staff working for Newham Council should understand and fulfil our corporate parenting responsibilities for our looked after children that we have under the Children and Social Work Act 2017.

Overall Purpose

To ensure the welfare and positive development of children and young people and adults, by directing, leading and managing universal, targeted and specialist services within the council and across the wider multi-agency partnership. Ensuring the delivery and commissioning of high-quality youth and play opportunities, working closely with council members, partners and service users.

- Providing effective support and intervention for vulnerable young people and young adults who are at risk of, or already involved in, the Criminal Justice System
- To ensure all management duties meet legal requirements and Council goals.
- To contribute to the direction, development and effective management of the Department. This is a high-profile post with a significant amount of member contact.
- To lead by example striving for excellent local authority young people focused services, high standards of performance and effective value for money.
- To lead the services within their remit to ensure they are efficient and effective to meet the agreed service objectives.
- To contribute to the leadership of the directorate as part of the senior management team and take the lead on cross departmental projects and leads.
- To contribute to the improvement agenda across the Council through participation in cross Council projects and initiatives as part of the leadership group of the council.
- To take responsibility for promoting and safeguarding the welfare of children and young person's / vulnerable adults in your care and those who you come into contact with.

Key Tasks and Accountabilities

1. To work directly to the Corporate Director of Children and Young People and provide senior leadership and direction across a multidisciplinary portfolio that includes targeted youth support, youth justice, NEET reduction, post-16 education, and the wider youth commissioning portfolio.
2. To set the overall strategic direction and develop the strategy for young people across the directorate and to develop a robust service plan that supports Council priorities and meets the needs of the people of Newham.
3. Lead the design and implementation of multi-year service plan that drive long-term innovation, impact, address complex social inequalities, and deliver measurable improvements in life outcomes for young people.
4. To lead in the development and implementation of key local and national strategy for the department ensuring effective joint working with other services, both internal

and external.

5. Accountable to effectively and efficiently manage a complex budget of circa £9m and successfully seek out opportunities for external funding, ensuring effective financial management and control with full responsibility for prioritisation, efficiency planning, MTFs savings delivery, and external income generation. This includes leading high-value commissioning cycles and ensuring contract performance and value for money.
6. Lead and govern complex partnership arrangements, ensuring joint commissioning, integrated delivery and shared accountability across police, health, education, voluntary sector and justice agencies. Develop innovative and complex partnership arrangements, using negotiation and influence to widen your strategic operating capacity at a sub-regional and regional level.
7. To ensure clear safeguarding policies, practices and accountabilities for all and ensure child and vulnerable adult protection policies are in place and applied effectively.
8. To ensure robust quality assurance systems are in place and can drive external inspections.
9. To lead, manage and direct the service area to ensure its optimal performance and continuous improvement, as well as a strong reputation amongst the people of Newham and beyond.
10. To lead on all aspects of work and be accountable for strategic developments and innovation in your area including high profile areas such as youth crime reduction and prevention, NEET reduction, and youth services proactively supporting and advising elected members in their roles.
11. To keep abreast and promote best evidence based practice and research findings to drive effective strategic service delivery and partnership working.
12. To drive continuous service improvement by conducting robust service and best value reviews, implementing agreed service improvements and seeking and maintaining external quality accreditation.
13. Lead continuous improvement, service innovation and performance assurance, embedding a culture of learning, co-production and quality assurance. Drive external accreditation and inspection readiness.
14. To actively develop cross-directorate, cross council and partnership working through leading and participating in cross cutting projects, taking a broad and inclusive approach to the delivery of objectives and liaising effectively with other functions in the directorate, wider Council and partners.
15. To actively lead on work with key partner agencies, in particular services such as the private and voluntary sector, the police, MOPAC (Mayor's Office for Policing and Crime), the National Probation Service (NPS) etc.
16. To actively lead on service planning and the development and implementation of strategy, policy and procedures for young people, offenders and victims, consulting with service users and other stakeholders as appropriate. To contribute to the development of strategic plans for Children and Young People Services and

the wider Council and partnership.

17. To lead the provision and strategic commissioning of responsive youth opportunities, targeted youth support, youth justice service functions and post 16 provision and other areas when required, implementing effective commissioning, contracting and procurement arrangements in the portfolio.
18. To drive innovation and deliver impact to improve the lives of Newham children, young people and adults.
19. To ensure that duties are undertaken in compliance with all relevant policies, in line with the Council's commissioning framework and public procurement regulations.
20. To undertake other duties commensurate to the grade of the post.

Additional responsibilities

1. To use and assist others in the use of information technology systems to carry out duties in the most efficient and effective manner.
2. To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the line manager.
3. To undertake training and constructively take part in meetings, supervision, seminars and other events designed to improve communication and assist with the effective development of the post and post holder.
4. To carry out duties and responsibilities in accordance with the council's commitment to customer service excellence and ensure compliance with the customer care standards.
5. To be committed to the Council's core values of public service, quality, equality and empowerment and to demonstrate this commitment in the way duties are carried out.
6. To ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation.
7. To carry out duties and responsibilities in accordance with the Council's Health and Safety Policy and relevant Health and Safety legislation.
8. At all times to carry out responsibilities/duties within the framework of the Equal Opportunities Policy.
9. To deputise for the Corporate Director of Children and Young People's services.

Leadership

- As a member of the council's management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services

across the council, partners and stakeholders to deliver the council's objectives and priorities.

- To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.
- To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council's activities.

Resources and Financial management

- Ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

Compliance

- Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

Person specification

Job Title: Director of Young People and Opportunities	Service Area: Young People and Opportunities	
Directorate: Children and Young People Services	Post number	Evaluation Number: LBN 795
Grade: SMR D	Date last updated: September 2025	

CRITERIA	METHOD OF ASSESSMENT
KNOWLEDGE	
Essential	
<ul style="list-style-type: none"> • Good knowledge of relevant regulatory frameworks and best practice in relation to young people with a particular expertise on youth safety. 	Application Form/Interview
<ul style="list-style-type: none"> • Expertise across youth services and strong understanding of all partners within local area partnership. 	Application Form/Interview
<ul style="list-style-type: none"> • Models of effective partnerships/partnership working to secure rapid and sustained service improvement and school-to-school support. 	Application Form/Interview
<ul style="list-style-type: none"> • Strong, up to date knowledge of the lived experience of young people and an ability to reflect on how we best empower the system. 	Application Form/Interview
Desirable	
<ul style="list-style-type: none"> • Understanding of the key issues and opportunities currently being experienced by London. 	Application Form/Interview
<ul style="list-style-type: none"> • A comprehensive understanding of the relevant legal, political, operational, commercial and social 	Application Form/Interview

<p>community aspects of a similar complex environment.</p>	
<p>EDUCATION AND QUALIFICATIONS:</p> <p>Essential</p> <ul style="list-style-type: none"> ▪ Educated to degree-level. ▪ A relevant professional qualification. 	<p>Application Form</p> <p>Application Form</p>
<p style="text-align: center;">EXPERIENCE:</p> <p>Essential</p> <ul style="list-style-type: none"> • Significant experience of senior leadership in universal, targeted and statutory services to young people. • Experience of leading development of a local, system-wide service improvements. • Strategic planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment. • Proven successful experience of achieving substantial improvements in outcomes translating ambition into real achievement. • Demonstrable success as a service leader in relevant areas in a local authority or large organisation. • Successful experience of engaging and with a diverse range of young people and stakeholders in planning and development and co-production of services. 	<p>Application Form</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p>

<ul style="list-style-type: none"> • Excellent track record of financial and people management. • Demonstrable commitment to equality, diversity and inclusion in both service provision and own leadership approach. • Experience of effective working with elected Members, central government and government agencies • Working collaboratively with colleagues and partners to achieve and deliver organisational success which improves outcomes and experiences for children and young people. • Managing and planning the use of resources effectively, including delivering outcomes within budgetary limits through contract and performance management. • Working successfully as a line manager to develop a high performing team within a politically led environment. 	<p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p>
<p style="text-align: center;">SKILLS AND ABILITIES:</p> <p>Essential</p> <ul style="list-style-type: none"> ▪ Displays an awareness, understanding and commitment to the protection and safeguarding of children and young people and vulnerable adults ▪ Ability to engage effectively with children, young people and partners in commissioning, implementing and reviewing services. ▪ Ability to develop and sustain partnerships across teams. ▪ Ability to be an effective advocate for and representative of the Council. 	<p>Application Form/Interview</p> <p>Application Form / Interview</p> <p>Application Form / Interview</p> <p>Application Form/Interview</p>

<ul style="list-style-type: none"> ▪ Ability to implement service redesign effectively and to agreed timescales. ▪ Ability to manage and interpret budgetary and financial information. ▪ Excellent written and oral communication skills. ▪ Substantial knowledge and experience of the contribution of early intervention and prevention to protect vulnerable children and adults ▪ Strong capability to use performance data to inform day to day and strategic action to see well ahead ▪ Ability to work in a political context and provide balanced advice and guidance on strategic issues ▪ Ability to lead substantial organisational and service change to timetable and budget and to deliver the directorate and council's priorities ▪ Ability to inspire, lead and motivate a team of staff, build successful teams and provide effective leadership and clear vision ▪ Ability to manage complex budgets, projects and programmes 	<p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p> <p>Application Form/Interview</p>
<p>PERSONAL STYLE AND BEHAVIOUR:</p> <p>Essential</p> <ul style="list-style-type: none"> ▪ Ability to create an inclusive environment where diversity is value and colleagues are supported to thrive in their roles. ▪ Highly skilled compassionate, collaborative leader who leads with clarity, utilises co-production wherever possible and places the community at the heart of all policies and practices. 	<p>Interview</p> <p>Interview</p>

<ul style="list-style-type: none"> ▪ Highly developed interpersonal and influencing skills, capable of managing internal and external relationships with sensitivity and direction ▪ Ability to deal with ambiguity, change and uncertainty in a solution-focused and relational way. ▪ Ability to think creatively and courageously demonstrating a commitment to bringing about positive change. ▪ Enjoys working in a dynamic environment, with a wide range of colleagues, partners and stakeholders. 	<p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview</p>
<p>OTHER SPECIAL REQUIREMENTS:</p> <p>Willingness and ability to work occasional evenings to attend meetings and maintain service delivery.</p> <p>This post is subject to an enhanced DBS check.</p> <p>This post is exempt from The Rehabilitation of Offenders Act (1974)</p>	<p>Application Form</p> <p>Application Form</p> <p>Satisfactory clearance at conditional offer stage.</p>

Change Management

Change Management	Applies to all Council employees
Last Amended: 25 April 2024	Document Owner: HR&OD

Introduction

Newham must have the flexibility to respond to change. Changes in the delivery of services, legislative changes and budget restrictions can all have an impact on the composition and structure of the Council's workforce.

This document offers guidelines that will support managers to design effective organisational structures, or introduce change that ensures the organisation delivers cost effective, integrated services which meet the Council's vision, values and performance objectives, and continuous improvement is secured. Equally, it outlines the procedures to be followed when circumstances arise that necessitate changes to organisational structures and staffing levels.

Contents

1	Starting the Change Process
2	Consultation & Implementation
3	Suitable Alternatives, Slotting & Ring Fencing
4	Redundancy and Redeployment

Project Manager

A project manager is normally appointed to deliver a change programme. They will be responsible for the preparation/planning, consultation and implementation stages whilst setting clear timescales for all consultation meetings and ensuring employees and trade unions are informed of key dates. The Project Manager will be supported by a HR representative.

Business Case

All staff change projects which propose redundancies and/or a restructure, regardless of scope, must be presented in a Business Case and signed off by the appropriate Council mechanism. Once approval has been given, formal consultation with Trade Unions and Employees will commence. The Business Case will include the manager's report, all evaluated job descriptions, current and proposed structure charts and Equality Impact Assessment.

When approval has been given, the Project Manager will attend a meeting with HR and Team Leaders from the Employment and Establishment Team. At this meeting they will discuss the future 'Go Live' date, completion of the Restructure Implementation Spreadsheet (RIS) and the work that transactional services will undertake during the implementation stage. They will also be informed about use of the current (As is) structure chart on the Intranet and the information required for inclusion in the proposed (To be) structure chart so that the new structure can be built in Fusion.

When approval has been given, formal consultation with trade unions and employees will commence.

Early Consultation

The consultation process must start early enough for meaningful consultation to take place. At this time, the exact proposals may not be known and there may only be broad principles to discuss, but with an expectation that change will take place in the future. The trade union representatives should have an opportunity to play a constructive part in discussions on the possible way forward. This can generally be achieved by keeping the trade unions up to date on progress within the service or convening a meeting specifically to discuss future plans for the service.

Management may wish to give the trade unions an early "heads up" on a proposed review. It may be helpful at this time that agreement is sought between both management and trade unions on the information that is or isn't communicated to potentially affected staff so as to avoid inconsistent messages.

The trade unions may also request to meet with their members and this should be facilitated, where possible subject to the exigencies of the service.

Statutory Consultation Requirements

There is a statutory requirement to consult with all individuals who may be at risk of redundancy. There is also a statutory requirement to conduct collective consultation with trades unions, but this depends on the numbers of staff affected and the minimum timescales as stated below:

Collective Consultation – 20 or more employees:

- Where 100 or more employees have been identified as being at risk of redundancy, consultation must commence at least 45 days before the first dismissal on the grounds of redundancy.
- Where 20 or more employees have been identified as being at risk of redundancy, consultation must commence at least 30 days before the first dismissal on the grounds of redundancy.
- The statutory requirement to consult only applies if 20 or more employees are to be made redundant. However, the Council will inform the appropriate trade unions when there are proposed redundancies that effect 20 or less employees. Individual consultation must take place, please see paragraph 2.1.

2 Starting the Consultation Process

Consultation should be meaningful and take place with recognised trade unions; all the trade unions for the particular work group must be invited to participate, regardless of whether or not they have members within that work area. Consultation will be undertaken with a view to reaching agreement about ways to;

- Avoid the proposed dismissals on grounds of redundancy;
- Reduce the number of employees to be dismissed on grounds of redundancy;
- Mitigate the consequences of the dismissals on the individuals concerned by providing manager and HR support in respect of redeployment, interviews skills training, and so on

Where there are 20 or more employees formal consultation begins with a delivery of a section '188' letter to the branch secretary of each union. The section 188 letter includes the following information:

- Reasons for the proposals;
- The total number of posts proposed as redundant, include all affected posts, regardless of suitable alternative posts becoming available in the new structure, hours worked, grades and employee work locations;
- The total number of employees of such description employed within the establishment/unit;
- The proposed criteria and method for selection for redundancy;
- The redundancy procedure and timescales;
- The method of calculating compensation.
- A list of agency staff (anonymised), where they are working and the type of work they are doing.

An example of the type of letter to be used is found at Appendix 1.

Meetings will be arranged with employees and trade unions to ensure meaningful consultation takes place. Additionally, the recognised trade unions and employees will be provided with a copy of the business case, including current and proposed structure charts, new evaluated job descriptions, details of the likely effects on staff and how these will be managed. The Equalities Impact Assessment will also be provided to the trade unions only.

HR will notify the Department for Business and Trade where there are 20 or more redundancies.

The trade unions may also request to meet with their members and this should be facilitated, subject to the exigencies of the service.

Individual Consultation

It is also necessary for the Project Manager to consult with all individual employees who may be impacted upon by the proposed changes. Employees have the right to representation by a trade union representative or work colleague of their choice.

The purpose of the individual consultation meetings is to ensure employees fully understand the implications of the proposed changes and are provided with an opportunity to comment on the proposals and the selection criteria.

Counter Proposals

The Project Manager should set a reasonable timeframe and method for the trade unions and employees to submit their counter proposals to the new structure. These counter proposals should be given proper consideration by management and if rejected, justifiable reasons should be provided.

Consultation Outcome

Agreement is the Council's preferred goal; however, it is recognised that there may be occasions where meaningful consultation will not lead to agreement. Management reserves the right to implement its proposals where agreement has not been reached after meaningful consultation and where the process is considered to have been exhausted.

If there is a major disagreement as to whether there is a genuine redundancy situation or whether the consultation process set out in this document has been followed, the trade unions have the right to raise that matter with the Director of HR&OD, who will consider the matter with the Director of Legal and Governance, or their nominee.

Consulting with Absent Employees

The Project Manager must ensure that all employees who are absent from work e.g. those on secondment, sick leave, maternity, adoption, paternity or parental leave, are consulted meaningfully. Employees should be invited to group and individual meetings, however, special measures may need to be put in place, for example, home visits for employees that are on maternity/adoption or sickness leave. Please seek advice from HR Advice and Consultancy in these situations.

3 Suitable Alternative Employment, Slotting & Ring Fencing

Suitable Alternative Employment

Managers should always consider whether employees likely to be affected by redundancy can be offered suitable alternative work. This will include priority consideration, for:

- slotting opportunities;

- ring-fenced opportunities, for appointment to any new posts, at the same grade or one grade higher or one grade lower in the revised structure.
- opportunity to apply for vacancies that remain at the end of a change management process, on a self-matched basis;
- corporate redeployment.

What constitutes an offer of suitable alternative work:

- Pay. Wherever possible the earnings of the new post should be close to those in the redundant post taking into account any pay transition arrangements which may apply
- Employment status
- Type of work
- Hours of work
- The employee's skills profile, competencies and qualifications (giving consideration to the need for any training/retraining/development interventions)
- Personal circumstances
- Whether the post is temporary, fixed term or permanent

Offers of alternative employment will be made in writing and include the following details:

- The type of work to be offered and, where appropriate, the training to be given
- The location of the new job
- The rate of pay (including any pay transition arrangements) and any other terms and conditions of service which differ from the previous appointment
- The hours of work

Slotting

Where there are the same number of posts, at the same grade, undertaking the same type of work (as a general guide, 75% or more of the duties of the post remain unchanged) in the new structure, as compared with the existing structure, a process of "slotting" may be followed. Where employees are slotted in this way they will be advised that they are no longer at risk of redundancy and that they will not be able to apply for any other new posts within the new structure until "at risk" employees have first been considered. If the new posts are a 75% plus match, but there are fewer posts in the new structure, then following the slotting exercise, a selection for redundancy will become necessary. The "slotting" process is set out in Appendix 6.

Slotting Appeals

Employees may appeal against a slotting decision in writing with the appropriate Corporate Director within five days of receiving written confirmation that they have not been 'slotted' in a post in the new structure. The timescale for receipt of an appeal may be extended if the trade unions request this on the basis of the numbers of employees affected.

The sole grounds for an appeal must relate to whether or not there has been more than a 25% change in the duties of the post. The procedure to be followed is set out in Appendix 6.

Ring Fence

Employees will be identified for ring fence opportunities where:

- roles in the new structure are not fundamentally the same as the roles in the old structure, but are sufficiently similar in nature to be considered a possible suitable alternative and
- they are at the same grade, or one grade higher, or one grade lower.

The project manager will identify possible suitable alternative posts based on the requirements of the employee's current role, and the duties, responsibilities, skill and the grade of the new job. Where a suitable alternative post is identified, employees will be ring-fenced for this position.

It may be possible for employees to be ring fenced to more than one post in the new structure; employees may be invited to express an order of preference in these situations.

The selection criteria will be based on the principles set out in the Council's recruitment and selection procedures, i.e. via a supporting statement, shortlisting, competitive interview, and by means of any selection assessments where it is deemed appropriate.

Following the selection process the scores against each criterion will be added together for each individual and a rank order produced to decide which employees will remain and which employees have been unsuccessful and will continue with the redeployment process.

There is no automatic right for any employee to be appointed to a role and there is no entitlement to a trial period at this stage. Employees who unreasonably refuse an offer of suitable alternative employment may lose any entitlement to redundancy pay. In these circumstances, HR advice should be sought.

In exceptional circumstances, there may be variations to the ring fence process in terms of the grade element of the matching process. A business case must be submitted to the Director of HR&OD for their sign off and to agree the proposals put forward under this process, before they can be implemented.

After the slotting and ring fence stage, displaced employees will have the opportunity to self-match themselves to any vacancies that remain in the new structure, providing they have not been matched to or interviewed for the same job earlier in the process. Employees will be required to apply and undertake the appropriate selection process. At this stage, displaced staff will be issued with their notice of redundancy and placed on the Corporate Redeployment Register.

Whilst the Council's preferred option is to select for redundancy through the ring fence process, it is recognised that this may not be possible in exceptional circumstances, for example, if an employee is on long term sickness and is medically unable to participate in a ring fence interview within a reasonable time period. In these remote situations, a management assessment in line with the selection criteria, would be deemed to be more appropriate. HR advice should be sought in these circumstances.

Implementation

When consultation has concluded, the Project Manager will move to the implementation stage of the change process and should send the final business case, job descriptions, current and proposed structure charts to the Employment & Establishment Team (EET) as soon as possible. The EET will use this documentation to build the posts in the new structure. The EET will send the Project Manager the Restructure Implementation Spreadsheet (RIS) for completion with guidance and support. On receipt of the completed RIS, the EET will place staff in the correct positions and send staff new employment contracts/letters as required. Next, the RIS is sent to the Payroll Team so they can make the necessary payroll changes and adjustments to each person's pay.

The Project Manager will send emails/letters to all affected employees notifying them of the end of consultation, next steps and the outcome in relation to their personal circumstances with their job description.

4 Redundancy & Redeployment

Statutory Definition of Redundancy

The definition of redundancy is that:

- The employer ceases or intends to cease to carry on the business in which the employee was employed;
- The employer ceases or intends to cease to carry on the business in the place/location where the employee was employed;
- The requirements of the business for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish.

Voluntary Redundancy / Early Retirement

The Council may seek volunteers for voluntary redundancy or early retirement and may consider flexible working options. The Head of Service and their 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. Furthermore, employees not at risk from redundancy, whose jobs may provide suitable re-deployment opportunities, may volunteer for redundancy/early retirement, this is known as a bumped or transferred redundancy, see Appendix 3 for further information.

Applications for voluntary redundancy should be made using form Appendix 8, however the Council reserves the right to refuse individual offers of voluntary/bumped redundancy/early retirement where these might result in a less efficient service provision or not be cost effective. Approval from the Head of Service and their Director must be obtained. In determining which

employees will be granted release on the grounds of voluntary redundancy the Council will consider:

- the need to maintain efficient services
- the need to retain a balance of skills and experience
- cost implications
- other issues such as local/national skills shortages, retention problems and other relevant factors

Note: There is no right of appeal against a decision not to approve voluntary redundancy, all applications are made on this understanding.

Notification of Termination of Employment

Individual employees will be notified of the termination of their employment on grounds of redundancy at the earliest possible opportunity, and in any event will receive not less than the contractual or statutory period of notice, whichever is the longer. Employees will be placed on the Corporate Redeployment Register for the duration of their notice period and will normally remain at work during this time.

The statutory notice period for an individual who has completed two years' continuous employment is at least one week for each year of continuous employment, subject to a maximum of 12 weeks.

The letter to the employee giving notice must include:

- The reason for the dismissal
- Any outstanding leave that they must take during the notice period
- The termination date
- The estimated amount of redundancy payment
- Provisions for reasonable time off to look for other work or arrange suitable training
- The right to appeal and how to lodge an appeal

Redundancy Appeal

An employee may appeal against their selection for redundancy. The appeal must be lodged in writing with the appropriate Director within five working days of receiving written confirmation of their selection for redundancy, clearly stating the grounds for appeal. The timescale for receipt of an appeal may be extended if the trade unions request this on the basis of the numbers of employees affected.

Redundancy appeals will be heard by a Head of Service or Director who has not been involved in the selection process together with a HR representative, see Appendix 6.

Corporate Redeployment

It is the policy of the Council that employees at risk of redundancy should have the opportunity to access the service for the duration of their notice, in order to maximise their chances of redeployment. Employees will continue to have access to the redeployment service until they find suitable alternative employment or until the date of termination of employment, whichever is the sooner. Redeployment will be managed in line with the Councils Redeployment Policy.

Trial Period

It is the Council's policy to provide redeployees with a trial period of at least four weeks whenever they take up an offer of alternative employment. If this trial period occurs prior to the notified date of termination of employment and the alternative job is deemed unsuitable, the employee will return to their original post and will continue to have access to the redeployment process for the remaining period under that contract of employment.

The trial period of four weeks may be extended by mutual agreement for the purpose of any necessary training. The extension will be confirmed in writing.

Pay Transition

Where an employee is redeployed to a lower graded post as an alternative to redundancy and thereby incurs a reduction in salary, the Council's pay transition policy will apply. Any post that is more than one grade lower than the post proposed to be redundant will not constitute a reasonable offer.

The amount of protection payable will be the difference between the annual remuneration immediately before and immediately after the change. This pay transition allowance will be paid for a period of up to 12 months from the date of the change, calculated as follows:

- 100% of difference for the first six months;
- 50% of the difference for a further six months.

The pay transition allowance will be paid in equal monthly instalments. If the annual remuneration in the new post increases during this period the pay transition allowance will reduce or cease, as appropriate.

The pay transition allowance will only be payable for reductions in remuneration of up to two grades. For further details, see Appendix 4.

Redundancy Payments

Employees who have been continuously employed within local government or related service for a period of two years or more will be eligible for a redundancy payment. Redundancy compensation will be paid in line with the Council's policy on these matters.

Re-engagement of Employees

Employees will not be re-engaged in any capacity, including as a consultant, within 12 months of leaving the Council's employ where employment has been terminated on grounds of voluntary redundancy and/or voluntary early retirement or has received a severance payment and/or other enhancement. If there are exceptional circumstances under which the Council wishes to re-employ or engage such persons in any capacity within 12 months this may only occur following agreement by the Corporate Director of Resources. Where the employment or engagement is of a former Director, Assistant Chief Executive or Corporate Director, agreement must be sought from the Chief Executive.

Redundancy during Maternity Leave

Rights to statutory maternity pay are determined at the 15th week before the expected week of confinement. An employee who is made redundant after this time will retain her entitlement to statutory maternity pay.

Where a redundancy situation arises whilst an employee is on a period of maternity leave the employee should be treated and consulted in the same way as they would have been had they not been on leave.

If an employee is prevented from returning to their original job by reason of redundancy, the employee is entitled to be offered suitable alternative employment. This means work that is suitable and appropriate for the employee, on terms and conditions which are not substantially less favourable than those under their previous contract. Employees on maternity leave should also have access to the Redeployment Register as soon as they are identified as being at risk of redundancy.

Where the redundancy would take effect in a period of extended maternity leave, the employee will retain their right to return to work on the notified date of return. The employee is entitled to be offered suitable alternative employment either before or upon return to work. Where no suitable vacancy exists, the date of termination of employment will be the notified date of return unless mutual agreement is reached on an earlier date of termination. The relevant notice period should be on full pay (less any maternity payments).

Support for at Risk Employees

Learning support during restructures and redeployment are found via Fusion on the Learning and Development SharePoint.

Employees have access to the 'My Career Development' portal which is a resource that offers access to a range of interactive career development tools, 1000s of continuously updated eLearning courses and videos, career assessments, and insights in to different career sectors. All resources are online and available to you 24/7. It is accessible on our intranet page by searching "My Career Development" found on the start menu on your desktop.

We understand that this may be a difficult time for you, don't forget there is a range of resources to help your wellbeing which you can find via Fusion on the Wellbeing Hub.

If you have any questions or experience difficulties accessing:

- The Redeployment Register, contact Talent@newham.gov.uk
- The Career Development Portal, contact HRLearning@oneSource.co.uk

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