

MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE MEETING HELD ON THURSDAY, 20TH OCTOBER, 2022, 7.00 - 8.15 PM

PRESENT: Councillor Reg Rice (Chair), Councillor Anne Stennett (Vice-Chair), Councillor Ibrahim Ali, Councillor Julie Davies, and Councillor Marsha Isilar-Gosling.

1. FILMING AT MEETINGS

Members noted that the meeting was recorded by the council for live and subsequent broadcast via the council's internet site.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were no apologies for absence.

3. URGENT BUSINESS

It was noted that there was one item of exempt urgent business. This would be considered by the Committee in the exempt part of the meeting under item 16.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

6. MINUTES

RESOLVED

The committee resolved the following:

- a. That the minutes of the Staffing and Remuneration Committee meeting held on 27 June 2022 were agreed as a correct record; and
- b. The minutes of the Special Staffing and Remuneration Committee meetings held on 17 March 2021, 19 April 2021, 13 April 2022, 19 April 2022, 8 September 2022, 22 September 2022, and 29 September 2022.

7. HOMES FOR HARINGEY INTEGRATION UPDATE

Director of Housing, Regeneration and Planning gave a report on the update on the progress of the insourcing of the council ALMO service, previously known as Homes for Haringey. The following was highlighted:

- The insourcing of the ALMO service was one of the biggest endeavours the council had undertaken in recent times, with over 740 staff being transferred into the council. Insourcing had taken place due to overwhelming resident support;
- The senior management staffing structure had been consulted on. A decision had been made to create the role of Operational Director of Housing Services and Building Safety. This role would have oversight on landlord functions. The creation of the post was in recognition of the need to improve services for residents;
- The housing needs function had gone into Adult Services. This had occurred through staff feedback. To preserve the links with housing needs and landlord services there was a cross council housing board;
- Staff were prepared about the transfer into the council through a series of staff engagements such workshops, welcome to the council events, and 'meets-and-greets' with the CEO; and
- Insourcing had brought greater integration of housing services with other services across the council. This meant that services to residents could be improved. Overall, the integration process had been positive, the council had worked well with trade unions.

In response to questions the Director of Housing, Regeneration and Planning gave the following answers:

- Staff satisfaction would be monitored through a future staff survey, which would be compared with Homes for Haringey data. In response to Homes for Haringey staff feedback, the council's Housing Services team were considering setting up a dedicated channel for Housing Services staff to receive targeted news;
- The council were committed to building capacity in the Housing Services where possible. There was increasing competition from external providers for services such as repairs. There were creative ways to create additional capacity; for example, upskilling single trade operatives to become multi trade operatives. A piece of work would have to take place around reviewing job descriptions and assessing which roles could be upskilled. The Chief People Officer added that HR would be supporting Housing Services in creating additional apprenticeships in the service. This would be done through advertising apprenticeships in this service extensively, particularly through doing outreach in local schools and colleges; and
- The post of Operational Director of Housing Services and Building Safety was in the process of being filled.

RESOLVED

To note the report.

8. PEOPLE REPORT

The Chief People Office presented the People Report. Explaining that it was designed to give members relevant workforce data in an easy-to-understand format in order to support informed strategic decision making. Chief People Officer highlighted salient points such as:

- That the workforce had increased by 27% meaning that base pay had increased by 25% due to the insourcing of Homes for Haringey;
- Agency workers had decreased due to the insourcing of Homes for Haringey;
- There were 73 off payroll workers on a day rate of over £500; and
- Sickness rates had reduced, this was not a trend continuing trend as the sickness rate had gone back up. This was set to increase in future months due to the way that sickness was recorded for Homes for Haringey employees.

In response to questions the Chief People Officer gave the following answers:

- The off-payroll workforce had increased from 64 to 73. This was due to Homes for Haringey being insourced. As a proportion of the total workforce in the council, this group of workers had decreased. This was due to proportion of off payroll employees earning over £500 at Homes for Haringey being less than that of the council;
- 51% of starters were under 40 and 43% of leavers were under 40. While the council hoped that the number of leavers under 40 would be less, this ratio, of leavers to starters, still indicated a positive trend. Younger employees were encouraged to work at the council through apprenticeships. The council were looking at increasing apprenticeships in the council in a sustainable way; and
- Vacancies at the council were currently high. As the council's aim of reducing agency staff had created more permanent posts. The volume of posts being advertised was likely to decrease due the financial position of the council.

RESOLVED

To note the report.

9. PAY POLICY

The Chief People Officer outlined that the Council was required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at Full Council on 1 March 2022.

In response to questions the Chief People Officer gave the following answers:

- The Pay Award 2022 was still awaiting union response. If agreed this would be automatically implemented.

RESOLVED

The committee resolved the following:

- a. Approve the draft Pay Policy Statement 2023/24, attached at Appendix A;

- b. To authorise the Director for Culture, Strategy and Engagement in consultation with the chair of the committee to make such amendments to the Pay Policy Statement as considered minor; and
- c. That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 2 March 2023.

10. SCHOOLS PAY POLICY

Chief People Officer highlighted that the report provides the committee with the updated Haringey Model Teachers Pay Policy.

In response to questions the Chief People Officer gave the following answers:

- The responsibility of headteacher pay was for the school governors to consider. Schools were entitled to choose where they buy their HR support. A percentage of schools did not use the council's HR service, meaning that there was limited scope for the schools HR service to influence all schools in Haringey.

RESOLVED

To approve the updated Haringey Schools Model Teachers Pay Policy for September 2022 and recommend its adoption to Haringey maintained.

11. RECRUITMENT POLICY

The Chief People Officer explained that on 16 March 2021, Staffing and Remuneration Committee received a report on the Council's Recruitment Policy. The Committee did not approve the wording proposed in relation to advertising posts and approved the policy subject to the wording being altered to require all posts to be advertised externally and internally in the first instance. Trade Unions have subsequently raised this issue with Officers and with Elected Members. At the Council and Employee Joint Consultative Board (CEJCB) on 11 October 2022, Members agreed that a report should be brought to Staffing and Remuneration Committee to consider this issue again. The two main suggested changes to the policy were:

- Rather than advertising roles internally and externally, managers could select the most appropriate recruitment approach to roles; and
- Allow the Head of Paid Service to implement temp-to-perm arrangements where applicable.

In response to questions the Chief People Officer gave the following answers:

- The Recruitment Policy would not apply to schools; and
- It was clarified that the Head of Paid Service would authorise the circumstances in which a temp-to-perm arrangements could happen, rather than authorising individual cases.

Councillor Davies proposed that the committee reject the first part of the rewording and accept the second part. The suggested wording being (strikethrough refers to previous wording of the recommendation):

~~'The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates. The Council does not routinely use temp-to-perm arrangements, but there are circumstances where this could be appropriate, and the Head of Paid Service must authorise such arrangements.'~~

Councillor Davies also proposed that the committee meet with unions to discuss the first part of the rewording:

~~'The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.'~~

This was seconded by Councillor Ali and was unanimously agreed. The chair noted that it was important to understand their reasoning for this change, particularly as the wording they wanted to change had recently been agreed in March 2021.

The Chief People Officer confirmed that the Practice Notes which would accompany the Recruitment Policy would be circulated to the Committee in due course.

RESOLVED

1. To approve the revised wording in the Recruitment Policy for Section 6, Advertising, as follows:

~~The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well as seeking to redeploy displaced staff wherever possible. Vacancies will therefore be advertised internally, widely externally and through partners who promote opportunities to local people at the same time, unless there is a specific case for the advertising to be local routes only. Employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising. Where the council advertises a role externally, the choice of media/job boards will be based on effectiveness, flexibility of access, ability to reach a diverse group of candidates and cost. In addition, the council wishes to maximise job opportunities for local people.~~

~~The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well~~

~~as seeking to redeploy displaced staff wherever possible. The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.~~
The Council does not routinely use temp-to-perm arrangements, but there are circumstances where this could be appropriate and the Head of Paid Service must authorise such arrangements.

2. To meet with trade unions to discuss the wording in the Recruitment Policy for Section 6, Advertising, that was not taken forward as follows:

The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. Internal advertising in the first instance is preferred if it is reasonable to expect that there will be suitable internal candidates.

12. HR POLICY UPDATE

The Head of Employment, Reward, & Transformation gave a HR Policy update.

In response to questions the Chief People Officer and the Head of Employment, Reward, & Transformation gave the following answers:

- All policies had been through extensive trade union consultation, as well as staff network groups.
- Job sharing an act up position was conducted through specifying certain roles of the job to an individual.
- Secondments and those acting up, would be managed by services in conjunction with Human Resources. Secondment and an act up could go up to three years in exceptional circumstances. The recommended length of a secondment or an act up was up to two years.
- Employee stress was dealt with in a variety of ways. For example, occupational health might recommend an internal stress risk assessment. These risk assessments could be escalated. There was also the employee assistance programme mechanisms to assist with workplace stress. Managers were encouraged to do early referrals to occupational health where work related stress was being reported. There was also a variety of organisations that employees were signposted to. Additionally, there was several mental health first aiders internally who could assist fellow employees.

RESOLVED

The committee approved each of the following policies, attached at appendices A-D:

- Ill Health Retirement Policy;

- Honorarium, Acting Up and Secondment Policy;
- Sickness Absence Policy; and
- Disability Leave.

13. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded for the consideration of items 16-22 as they exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

14. EXEMPT MINUTES

RESOLVED

That the exempt minutes of the Special Staffing and Remuneration Committee meeting held on 13 April 2022, 19 April 2022, 8 September 2022, 22 September 2022, and 29 September 2022 were agreed as a correct record.

15. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS

There were no delegated decisions, significant actions, and urgent actions to report to the committee.

16. NEW ITEMS OF URGENT BUSINESS

The Committee considered the exempt information.

17. DATES OF FUTURE MEETING

The date of the next meeting was Tuesday, 21 February 2023 at 7pm.

CHAIR: Councillor Reg Rice

Signed by Chair

Date