

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 4th October, 2016, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Raj Sahota (Chair), Liz McShane (Vice-Chair), Jason Arthur, Bernice Vanier and Viv Ross

Quorum: 3

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 11 below).

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. MINUTES (PAGES 1 - 4)

To confirm and sign the minutes of the meeting held on 26 July 2016.

7. CHILDREN'S SERVICES, RECRUITMENT & RETENTION OFFER UPDATE PAPER (PAGES 5 - 42)

Report of the Director of Children's Services to provide an update following the implementation of the recruitment and retention offer as agreed by the Committee on 5th December 2015.

8. REVIEW OF HARINGEY HR POLICIES (PAGES 43 - 74)

Report of the Assistant Director, Transformation and Resources, for the Committee to review the Induction Policy, Recruitment and Selection Policy and Disclosure and Barring Service Policy.

9. PERFORMANCE MANAGEMENT REPORT Q1 (APRIL TO JUNE 2016) (PAGES 75 - 88)

Report of the Assistant Director, Transformation and Resources, to provide the Committee with data relating to the workforce including non-employed workers, equalities and sickness absence data for the period April to June 2016.

10. FORWARD PLAN REPORTS DECEMBER 2016 - MARCH 2017 (PAGES 89 - 92)

Report of the Assistant Director, Transformation and Resources, to inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the remainder of the municipal year.

11. NEW ITEMS OF URGENT BUSINESS

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

Helen Chapman, Principal Committee Co-ordinator
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Bernie Ryan
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Monday, 26 September 2016

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MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 26TH JULY, 2016

PRESENT:

Councillors: Raj Sahota (Chair), Liz McShane (Vice-Chair), Jason Arthur, Sarah Elliott and Bernice Vanier

28. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

29. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were no apologies for absence.

30. URGENT BUSINESS

There were no new items of urgent business. It was noted that the open and exempt minutes of the special meeting of the Staffing and Remuneration Committee held on 14th July 2016 had been circulated late, as it had not been possible to finalise the draft minutes in advance of the statutory despatch date.

31. DECLARATIONS OF INTEREST

In relation to agenda item 6, Cllr Arthur declared that he was a teacher, but not in the borough of Haringey; it was noted that this did not constitute a disclosable pecuniary or prejudicial interest and did not preclude him from participating in proceedings.

32. MINUTES

RESOLVED

That the minutes of the meeting of the Committee held on 7 June 2016, and the unrestricted minutes of the special meeting of the Committee held on 14 July 2016 be approved as a correct record and signed by the Chair.

33. SCHOOLS PAY AND APPRAISAL POLICIES

The Committee considered the report on two reviewed policies (Pay and Teacher Appraisal) to be recommended by the Council from 27th July 2016 for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools which the Council maintains and to be implemented by

the Council in respect of any unattached teachers it employs from September 2016. The report was presented by Victoria Tricarico, Head of People and Change, who outlined the proposed policies and any changes contained therein, and clarified that these policies related to teaching staff only and that a separate policy for support staff would be produced in due course. It was noted that it was good practice for these policies to be reviewed on an annual basis.

In respect of the Pay Policy, the Committee was advised that final details would be subject to the publication of the School Teacher's Pay and Conditions Document (STPCD) 2016, which was expected later in the year. Once the STPCD was issued, the final details of the Pay Policy would be confirmed and the document issued to schools.

It was noted that the Council had consulted with headteachers, governing bodies, the unions, and the Schools Consultative Group on both policies, and that the versions presented to the Committee for approval incorporated feedback from these stakeholders.

In response to a question from the Committee regarding the changes made to the policies compared with previous versions, it was confirmed that there had been no significant changes in respect of the content of either but that the structure of both had been slightly amended for clarity. The Committee asked about the feedback that had been received from stakeholders; it was reported that there had been some requests for clarification around the technical aspects of the pay policy and that, in respect of the appraisal policy, feedback had largely been around wording and emphasis. With regards to the feedback from the unions, the NUT and NASUWT have a model appraisal policy which outlines the position of those teaching unions, and feedback had been broadly consistent with this, for example lesson observations and the expectation of clarity when it was proposed for pay progression to be withheld. Discussion at the Schools Consultative Forum had largely focussed on wording and requests for clarification, but some procedural points had also been raised, for example regarding grievances.

The Chair moved the recommendations of the report and it was:

RESOLVED

- i) That the Committee approve the model Pay Policy and model Teacher Appraisal Policy attached at Appendix A and Appendix B to the report, to:
 - a. be recommended by the Council from 27th July 2016 for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools which the Council maintains
 - b. be implemented by the Council in respect of any unattached teachers it employs from September 2016.
- ii) That the Committee authorise the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to make such amendments to the Pay Policy and Teacher Appraisal Policy as he

considers minor, any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments. This includes publishing pay scales in line with the teacher national pay award.

34. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

35. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the following items as they contained exempt information as defined in Section 100a of the Local Government Act 1972; paragraph 1; namely information relating to an individual.

36. EXEMPT MINUTES

RESOLVED

That the exempt minutes of the special meeting of the Staffing and Remuneration Committee held on 14th July 2016 be confirmed as a correct record and signed by the Chair.

37. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

The meeting closed at 7.25pm.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

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Report for: Staffing & Remuneration Committee

Item number: 7

Title: Children's Services
Recruitment & Retention Offer Update Paper

Report authorised by: Jon Abbey – Director of Children's Services

Lead Officer: Sarah Barter – Business & Resources Manager
Sunni Morzaria – Interim Recruitment Consultant

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** Non Key

Date: 4th October 2016

1. Background Information

- 1.1 It remains difficult at a national and local level to recruit and retain qualified, experienced and permanent children's social work practitioners and this continues to be recognised as a key area of shortage within local Government. The social work job market continues to be a highly competitive market place, with a high number of the eligible workforce opting to work as locums. Despite the increased number of newly qualified social workers entering the job market, encouraged by various Government initiatives and the expansion of post graduate places, there is still a significant discrepancy between the supply of newly qualified social workers and experienced practitioners. According to a report published by the Policy Exchange in June 2013, 'Reforming Social Work', the supply of social workers will not equal demand until 2022.
- 1.2 Analysis in June 2015 recognised that the CYPS Social care workforce had 215 established posts, of which 147 were filled with permanent staff. A further 62 posts were filled with agency workers (28.8%), the balance were vacant posts. In the 12 months prior to June 2015, 75% of all leavers in CYPS were social workers or team leaders and the turnover for social workers alone was 17%. Against this backdrop, Children's Services in particular, is continuing to undergo a period of significant and rapid change with workforce re-structures, reducing budgets and pending OFSTED inspections.

- 1.3 On 14th September 2015, Children's Services sought delegated authority for the Director for Children's Services to implement a monetary recruitment and retention reward (option 3 in the committee report) to attract new experienced social workers and retain our existing social worker workforce. This was agreed by the committee subject to consultation with the Lead Member for Children and Families and the Lead Member Resources and Culture, and with the section 151 Officer.
- 1.4 Following the September 2015 Committee meeting, Children's Services carried out further benchmarking and sought agreement at S&R committee of 14th December 2015 for a more detailed Social Care recruitment and retention offer, which included a number of additional benefits to attract and retain qualified Social Workers and Team Managers. This offer brought Haringey more in line with other London Boroughs, against which we are competing for the same limited workforce.
- 1.5 The Committee agreed the recruitment and retention monetary reward as detailed in paragraph 3.13 of the 14th December 2015 report and this was to take effect from 1st January 2016. Management intend to carry out a review of the offer within the next 12-18 months. This is an interim report to provide an update following the implementation of the offer.

2. Recommendations

That the Committee:-

- 2.1 Notes the implementation of the recruitment and retention monetary award as agreed by the Committee on 14th December 2015.
- 2.2 Agrees the recruitment and retention monetary award as detailed in paragraph 5.5 , to replace the recruitment and retention monetary award as agreed by the Committee on 14th December 2015, the recruitment monetary award to apply to staff appointed on or after 1st January 2016 and the retention monetary award to apply from 1st January 2017.
- 2.3 Notes the steps taken by the Council to implement the Memorandum of Co-operation, to develop the workforce and to implement the further incentives and initiatives to enhance the recruitment and retention offer for social workers in Haringey as agreed by the Committee on 14th December 2015.

3. Implementing the Recruitment & Retention Offer

- 3.1 With the Committee's agreement, from 1st January 2016, Children's Services commenced making recruitment payments to all newly appointed, experienced permanent social workers, senior practitioners and team managers, to posts where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. The recruitment payment is restricted to posts in Assessments & Safeguarding, target area T1 in the table below as these areas have the most difficulty in recruiting into social work posts. This payment equates to £3000 over the first 12 months of joining (£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months).
- 3.2 In addition, Children's Services commenced making a retention payment to all experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors, where there is a statutory

requirement for a social work qualification and accreditation to fulfil the duties of the post. The first payments were made in January 2016, with a further payment made in July 2016. These incentives have been targeted to the service areas which are having the most difficulty in recruiting and retaining social workers.

- 3.3 The Recruitment and Retention offer is paid at different rates dependent on the level of difficulties in recruiting and retaining. The Table below explains and illustrates the offer that was implemented from 1st January 2016.

Target Area	Type of Benefit	Description
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPs	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)

4. Financial Cost of the Recruitment Offer

- 4.1 The total spend as detailed in 3.1 above for the period 1st January to 30th June 2016 amounts to:

	Total Number Appointed	Paid on start date
Social Workers	6	6,000
Senior Practitioners	2	2,000
Team Managers	2	2,000
Total	10	10,000

- 4.2 In addition to the payments already made as per above, a further £1000 will be paid to each of the staff on completion of 6 months service (and subject to satisfactory probation) and a final amount of £1000 after 12 months' service from start date.

5. Financial Cost of the Retention Offer

- 5.1 In January 2016, 128 staff were paid a retention payment totalling £125,333 gross, broken down as follows:

	No of staff	Cost (£)
Tier 1	29	41,095
Tier 2	57	54,156
Tier 3	42	30,082
Total	128	125,333

- 5.2 Of the 128 payments made, 9 members of staff were overpaid and a repayment plan has been agreed to recover the money.
- 5.3 The overpayment occurred due to a mis-interpretation of the eligibility criteria for receipt of a retention payment. The initial report, presented to the Staffing and Remuneration Committee on 14th September 2015, established a basis for proposed payments linked to the recruitment and retention of “experienced” Social Workers. Paragraphs 3.26 to 3.27, outlined the challenge of recruiting suitably experienced Social workers and set out the description of experienced Social Workers in the Professional Capabilities Framework for Social Workers. In paragraph 3.28 the report went on to say (quoting from the Framework) that this level of experience may be gained **3 years post-qualification**. The subsequent report, presented to the Staffing and Remuneration Committee in December 2015, further outlined in paragraph 4.2, that the agreed retention payments would be made to “experienced permanent social workers, senior practitioners and team managers, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post”.
- 5.4 The earlier report, submitted to Committee on 14th September 2015 (3.25), stated that “we have an accelerated pay progression scheme for newly qualified social workers. In view of the many expressions of interest we received from our rolling recruitment and recruitment targeted events, at this current juncture we do not need to offer further enticements for newly qualified social workers in their first Assessed and Supported Year in Employment”. Current arrangements for accelerated pay progression ensure that the net salary for newly qualified Social Workers increases by £10,500 over their first three years in employment.
- 5.5 The lack of clarity and understanding resulted in the overpayments and we are now seeking to re-define the criteria and ask the Committee to agree the change as highlighted below:
- CYPS will make recruitment payments, as set out in the table below, to all newly appointed experienced permanent social workers, senior practitioners and team managers, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post and who are appointed in target area T1 (Assessments and Safeguarding) on or after the 1st of January 2016. A social worker will be “experienced” if they have practiced as a social worker for at least three years after gaining a social work qualification and if they are not already in receipt of accelerated pay progression (scp 32-44).
 - Newly recruited experienced social workers have a clear 12 month programme of work and are reviewed against a capability framework at 3 and 6 months. The recruitment payments can therefore be linked to the successful completion of probation and the programme of work.

- CYPS will make a retention payment, as set out in the table below , from 1st January 2017, to all experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. A social worker will be “experienced” if they have practiced as a social worker for at least three years after gaining a social work qualification and if they are not already in receipt of accelerated pay progression (SCP 32 – 44). The retention payment will continue to be paid subject to compliance with professional standards.
- In addition, we would like to add the word “**satisfactory**” to the criteria (as below) for receiving a recruitment payment, so that there is no ambiguity in applying this.

Target Area	Type of Benefit	Description
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment. £1000 immediately after satisfactory completion of probation and the review against the capability framework as stated above at 6 months, and £1000 immediately after the satisfactory completion of the programme of work at the end of the first 12 months
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPS	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)

6. In July 2016 121 staff were paid a retention payment totalling £102,082 gross, broken down as follows:

	No of Staff	Cost (£)
Tier 1	29	28,171
Tier 2	54	48,414
Tier 3	38	25,496
Total	121	102,081

- 6.1. Of the above payments made in July, no staff were overpaid.

7. Memorandum of Co-operation

- 7.1 On 1st January 2016, a Memorandum of Co-operation was implemented by 28 London boroughs, to provide a framework for collaboration on key issues including pay for agency workers and permanent staff, improving working practices around the way we

engage staff and improvements to the way that we train, manage and support social workers.

7.2 One of the initiatives was to introduce a pay rate cap for new engagements of agency staff that would reduce the higher rates paid across London for particular roles. Many agency staff were unaffected by the cap because their pay rate was reasonable and comparable to most other agency staff undertaking the same roles.

7.3 Prior to the capped rates, Children’s Services were paying rates as follows:

Social Workers - £28 to £35 p/h

Senior Practitioners -£ to £35 p/h

Team Managers - £40 to £45 p/h

7.4 The capped rates that were agreed and implemented by the London Boroughs are :

Role	Capped Hourly Rate per hour
Newly Qualified Social Worker (post ASYE < 2 years’ experience)	£25
Social Worker (with 2 years+ PQE)	£28
Experienced SW (> 5 years)	£32
Senior SW (Senior Practitioner)	£35
Specialist / Advanced SW	£35
Assistant Team Manager (Practice Manager)	£38
Team Manager	£42

7.5 Children’s Services implemented the new rates from 1st April 2016. This gave us time to carry out briefing sessions to all agency staff to ensure that they were aware of the financial implications of the cap and also to offer them the chance to convert to a permanent post if interested. These were carried out in early March and attended by 26 agency staff in total. Those staff who asked for individual appointments to discuss converting to a permanent contract, were provided with a breakdown of what their overall financial package with the Council would be i.e. salary + on costs, as a means of comparison if they were to stay working as agency in any of the London Boroughs under the new cap.

7.6 The above exercise successfully resulted in 3 agency to permanent posts.

7.7 Recent changes to the terms and conditions of both agency and permanent staff have closed the gap between the relative costs of both. Agency staff costs have been subject to a (virtually) London-wide Memorandum of Co-Operation which has set a cap on the hourly rate which can be paid to agency staff (inclusive of pay to the individual and on-costs, but exclusive of the agency fee) for social workers, senior practitioners and team managers. There has also been effort to ensure that all agencies are within recognised frameworks which can keep the agency rate competitive.

7.8 The table below sets out the comparison between the cost of agency staff in August 2016 and the equivalent rate if permanent staff were employed at the top of the scale.

Comparison of snapshot of social care agency staff with equivalent costs if they were permanent.

Combined costs ALL	Agency (note 1)	Permanent (note 2)	Difference	
Social Worker	58,213	58,376	162	0.28%
Senior Practitioner	68,793	64,517	-4,275	-6.63%
Team Manager	76,778	73,872	-2,906	-3.93%

Note 1: Worker rate, inclusive of on-costs (within the cap) plus agency fee for 46 weeks.

Note 2: Permanent employee annual rate plus NIC and Superannuation, plus the relevant R&R rate (with NIC).

- 7.9 What this indicates is that the difference in cost between agency and permanent social workers is negligible on average. The position with Senior Practitioners and Team Managers is that there is still a financial advantage (on average) for engaging permanent staff.
- 7.10 Clearly, there are variable factors: if staff are recruited at a lower point on the scale (which would suggest less experienced staff); the extent to which sickness absence or performance are factors in the employment of permanent staff; and the value of having permanent members of staff that are committed to the organisation. Nonetheless, the financial differential that may previously have indicated that it was more expensive to engage agency staff has been significantly eroded in the case of social workers.

8. Workforce Development

- 8.1 Several initiatives are underway/due to commence to address the consolidated offer & incentives (Financial & Non-Financial) as per paragraph 4.7 to 4.16 of the report presented to the Committee on 14th December 2015. Several additional areas for development have also been identified where improvements need to be made, or new systems/processes need to be introduced.
- 8.2 **Career Progression** - We are defining our career progression routes and professional development offer, which will in turn increase the number of applications for social work positions advertised, in addition to improving the retention of our existing permanent staff. This will be done by further defining the "social work faculty" offer available as part of the Haringey Academy, designing a development scheme for high performing staff and those ready to take the next step, clarifying the supervision policy and agreeing the Council's stance on social work accreditation.
- 8.3 **Succession Planning** – in conjunction with career progression, managers are being supported to undertake succession planning with their direct reports and to ensure that they are clear about the career goals for each team member, which is then reflected in MyConversation.
- 8.4 **Grow your Own** - we need to clarify our future position on ASYE (newly qualified social worker) recruitment and development. "Growing our own" workforce would reduce staff turnover and we would have a guaranteed, steady stream of social workers joining our experienced social care workforce on a regular basis. CYPS are in the process of agreeing the preferred number of ASYEs and a proposed model for supporting & developing them with the current Heads of Service.

Further discussions at the recent CYPS Leadership Away Day revealed the need to undertake a more fundamental workforce analysis to inform our judgements on points

8.2 to 8.4, This will be across the whole of Children's Services (including staff outside of the social care workforce) and will inform further potential restructures in 2017.

- 8.5 **Recruitment** – there is a need to replace the current social work recruitment process with a streamlined but rigorous one to also include a shorter application form, as well as screening assessments e.g. cultural fit test, which will assess a candidate's values, beliefs, behaviours and motivation.
- 8.6 **CYPS microsite** – this is underway and a skeleton microsite is being developed. The site will “go live” with links to the Corporate job pages, CYPS web pages and other channels.
- 8.7 **Social Work Recruitment Campaign** – with a view to achieving 100% of team manager posts being filled with permanent staff and the overall rate of social work positions filled by agency workers being reduced to 10%, a needs analysis and budget are to be determined. This media campaign would incorporate an element of social media, as campaigns are not only about filling posts but also about raising the profile of CYPS and the Council as an Employer of Choice.
- 8.8 **Exit interviews** - currently exit interviews are being offered and there is a system to record the information but this needs to be more robust and exit feedback is being analysed to inform future workforce development. Regular reminder emails are issued to all managers to ensure they offer an exit interview to all staff leaving their teams.
- 8.9 **Culture** – we need to define and share our principles for 'the way we work here' across CYPS, so that staff are able to articulate expectations. A tightly woven mission statement needs to be delivered in order to create a motivated and resilient workforce. The Director of Children's Services is now discussing this topic at staff induction events, has issued a letter to all current staff re-iterating and re-enforcing the expectations so staff know what “good” looks like. All senior managers are to be briefed so that the same message is cascaded in management team meetings. The Principal Social Worker is to regularly reinforce the message of “the way we work here” at the Social Worker Forums.
- 8.10 **Communication** – We are improving the transparency and timeliness of communication with staff by continuously reviewing and updating the intranet content for CYPS and providing a forum/opportunities for staff to make suggestions concerning development/content of the CYPS pages.
- 8.11 **Service Improvement** – a forum for staff needs to be established to provide input into service improvement, which will in turn improve staff satisfaction given they will be able to understand change and have an ability to influence. Part of this initiative will be the introduction of an online staff feedback mechanism.
- 8.12 **Good Practice** – There is a need to facilitate increased sharing of case studies and good practice, so staff are able to explain what good looks like and are proud to share their work, by introducing shared practice forums which could be undertaken during “lunchtime learning” or break out sessions. Good practice is now a regular item at DMT and staff attend to showcase the work they have done on a particular case. In addition, “Good work folders” to showcase good work need to be introduced.
- 8.13 **Resilience** – a strong workforce needs to be developed who have a sense of purpose during a time of on going change and uncertainty.
- 8.14 Managers need to be further supported to take positive action on sickness absence. We are currently running one day workshops and 1:1 drop in sessions for managers, to

review long term absence cases, in addition to meeting with Service Managers monthly and ADs quarterly.

- 8.15 Standards for conduct and capability need to be applied and clarified , supported by appropriate training and workshops where needed.
- 8.16 Volunteers are to be invited to join a staff group to develop awareness and activities on health and wellbeing, which will be linked to the corporate wellbeing agenda.
- 8.17 **Learning** – we need to foster and encourage CYPS as a learning environment from the day a new member of staff enters the door to their last day with us, thereby cementing our intention to develop staff capabilities and skills.
- 8.18 All permanent staff are to receive a CYPS induction by March 2017. A programme of induction events has been created with input from all areas of CYPS and the first revised programme was conducted on 17th June 2016.
- 8.19 An induction programme needs to be created tailored especially for new managers or newly promoted managers.
- 8.20 The role of CYPS L&D lead needs to be clarified and all staff need to be encouraged to enrol in Social Work community on FUSE.
- 8.21 The workforce board are looking at the HCPC good practise guidance on the annual training requirements for social workers going forward.

9 Additional elements of the Recruitment & Retention Offer

- 9.1 In the report presented to the Committee on the 14th December 2015, there were several additional incentives that the Committee agreed to be implemented , which have not been addressed above.
- 9.2 **Health and Care Professional Council (HCPC) registration/renewal fee.**
Any staff appointed on or after 1st January 2016 and all our current permanent members of staff who require HCPC registration by law have been eligible to request re-imbursment of the HCPC registration/renewal fee by submitting an claim for expenses. The current expenses form has been amended to include this category. However, each profession that is covered by the HCPC, renews at a set time - these times are the same every two years and are staggered throughout the year. For social workers the window to re-new their registration is from 1st September 2016 to 30th November 2016. Consequently, at present, it is not possible to quantify the number of claims and associated cost.
- 9.3 **Refer a Friend Scheme**
This has not yet been publicised to our internal staff as it was agreed to retain some elements of the wider offer and introduce them via a staggered approach.
- 9.4 **Return to Practice Scheme and Opportunities for Unpaid Work Scheme**
Following several discussions around the above two schemes, it was felt that the cost of implementing them would far outweigh the number of experienced social work posts we needed to recruit.
- 9.5 **Scholarship Programme**
To offer 5 funded places to become a fully qualified social worker as part of the 'grow your own' initiative. This would be open to students in their second year of studying for social work degree. This is still under discussion.

10. Overall Impact of the Recruitment & Retention Offer

- 10.1 In January 2016, the agency spend for social workers in CYPS was £291,178. In July 2016 this was £232,946 a reduction of 16%.

	Expenditure (£)	Number of Social Workers	Number of Senior Pracs	No of Team Managers	No of IRO/CPA's	Total
January 2016	£291,178.95	43	2	8	3	56
July 2016	£232,946.83	28	9	8	2	47

- 10.2 Since January 2016, within CYPS, we have made 29 permanent appointments within the social care workforce, broken down as follows: social workers (x20), senior practitioners (x2), team managers (x6) and IRO/CPA (x1)
- 10.3 The reduction in agency spend overall has been mainly due to the recruitment that has been undertaken, filling key posts e.g. interims that had been occupying senior posts for several months. By filling these senior posts i.e. Head of Service (x 2) and Service Managers (x 2), we were in a position to “market” Children’s Services as having a permanent and stable senior management team. In addition, we used external recruitment agencies to support us in filling our permanent posts at social work and team manager level. There is no doubt that this, coupled with the recruitment & retention offer and a more targeted “head hunting” approach, assisted in attracting candidates.
- 10.4 The targeted “head hunting” approach resulted in 12 further appointments in addition to those at 10.3, at Social Worker (x8), Senior Practitioner (x2) and Team Manager (x2) level, at a cost of £75,895 in finders fees.
- 10.5 Despite the positive aspects of the recruitment offer, we have lost 21 members of staff within the social care workforce broken down as follows: social workers (x17), senior practitioners (x1) and team managers (x3) The reasons for leaving that have been identified via exit interview information are in the main due to personal reasons, career development and moving out of London.
- 10.6 In addition, within Safeguarding & Support, we have introduced a temporary new assessment team to manage demand With the on-going challenges we have overall in recruiting social workers, we are having difficulties in staffing this additional team, as well as carrying vacancies in the other Assessment teams. The Service needs to consider a more creative approach in filling these posts by using a variety of methods i.e. a wider reaching media campaign to include social media, in conjunction with on-going support from specialist recruitment agencies.
- 10.7 As yet the overall impact of the recruitment element of the Recruitment & Retention offer has not yielded the results expected. Even though a recruitment payment was introduced, this was not supported by an external media campaign, which would have promoted the offer more widely than just via the Council’s website. It is felt that the wider offer, as outlined in paragraph 8, needed more clarity and definition in order for any campaign to be more attractive to potential candidates.
- 10.8 The retention payments have been positively received by staff and staff are encouraged by CYPS’s recognition of their hard work and commitment to social work.

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

Assistant Director of Corporate Governance

- 11.1 The proposed arrangements for the making of recruitment payments includes the making of payments to the relevant employees which are linked to successful completion of probation, and the successful completion of the 12 month programme of work. The proposed arrangements for the making of the retention payment includes the making of payments to relevant employees who continue to comply with professional standards. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay is because of a material factor. Performance related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed probation or a 12 month programme of work or has complied with professional standards is not tainted by unconscious gender (or other unlawful) discrimination that might leave the proposed payment open to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance may reduce the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability, race as well as gender of those staff receiving the payments with the make up by those protected characteristics of those staff not receiving the payments. This will allow the detection of potential discrimination against staff with particular protected characteristics.
- 11.2 The proposed arrangements may also lead to a potential breach of the Equality Act in that social worker staff receiving the proposed payments may be paid more than other Council employees who are not social workers, but whose work is rated as equivalent to (or more demanding than) the social workers' work under the Council's job evaluation scheme. Difficulties in recruitment and retention can be a material factor justifying the difference of pay in such circumstances. However it will be important to keep the proposed arrangements under review and to reduce or end the recruitment and retention payments if market conditions warrant this. Given this, it will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in the future.

Chief Finance Officer

- 11.3 Section 7.0 above indicates that agency staff have been more expensive to pay for than permanent staff over the same period, but the gap has narrowed because of recent changes to cap the costs of agency workers and their agencies and recent increases in the cost of permanent staff (eg the introduction of recruitment and retention incentives, the 2016/17 pay award and changes to employer national insurance rates). Precise figures will depend on the grade of staff recruited and their entitlement to recruitment and retention allowances. If recruitment exercises continue to include the engagement of specialist recruitment agencies who are paid a fee for each permanent employee recruited, this will tip the costs of some permanent staff into a more expensive arrangement than agency for the first year or two of their employment.

The costs of the recruitment and retention exercise have not been funded specifically. These costs, however have contributed to the spend on social care workforce which has not been able to meet its planned savings target of £3.6m reduction in the Medium Term Financial Strategy. Revised structures are out to consultation and it is expected that they will generate a full-year saving of £1.2m in total. The impact of this on the overall Council budget will need to be considered as part of the review of the MTFS for 2017/18.

12. Use of Appendices

Appendix 1 - Children's Services Recruitment & Retention Offer report presented to Staffing and Remuneration Committee on the 14th of September 2015.

Appendix 2 - Children's Services Recruitment & Retention Offer report presented to Staffing and Remuneration Committee on the 14th December 2015.

13. Local Government (Access to Information) Act 1985



Report for:	Staffing & Remuneration Committee	Item Number:	
Title:	Children's Services Recruitment & Retention Offer		
Report Authorised by:	Jon Abbey – Director of Children's Services Jacquie McGechie – Assistant Director Human Resources		
Lead Officer:	Andy Briggs – Interim AD Business & Resources Sunni Morzaria – Interim Recruitment Specialist		
Ward(s) affected:	N/A	Report for Key/Non Key Decisions:	Non Key

1. Describe the issue under consideration

- 1.1 This paper seeks to outline the recruitment and retention challenges in relation to Children's Social Workers and seek approval for the Director of Children's Services to implement a monetary retention reward to attract new social workers managers and retain the existing social worker workforce.
- 1.2 It is the intention of Children's Services to return to Staffing and Remuneration Committee (S&R) in December 2015 seeking a decision on a more detailed Social Care recruitment and retention offer, which will include a number of additional elements. At this stage, we are looking to create a financial offer to bring us in line with other London Boroughs.

2. Recommendation

The Staffing & Remuneration Committee will:

- 2.1 Agree that the Director of Children's Services has Delegated Authority to implement option 3 as described at 3.35.3 of this report.

Background

- 3.1 The recruitment and retention of staff within Children and Young Peoples' Services (CYPS) presents a growing challenge nationally, especially so in social care services. Continual demographic changes present even more pressures in trying to match the demand of social care services with the supply of social workers.
- 3.2 Haringey Children's Services in particular, is undergoing a period of significant and rapid change against the backdrop of reducing budgets and pending OFSTED inspections in 2016 with the aim of moving to GOOD. The Service needs to recruit and retain more quality, experienced permanent staff. These staff will not only exhibit the key skills and experience to undertake their roles effectively but also demonstrate the right attitudes and behaviours that the Council aspires to both now and in the future as it moves towards being judged a GOOD Service by OFSTED.

3.3 National Context

- 3.4 There is a national shortage of experienced, qualified social workers employed in statutory children's social work. Since 2005, around 6,000 students a year are embarking on a social work qualification and there are more newly qualified social workers entering the job market encouraged by various Government initiatives and the expansion of post graduate places, so that the future provides some opportunities although the pressures are likely to remain acute and endure for some considerable time.
- 3.5 However, there is a significant discrepancy between the supply of newly qualified social workers and experienced practitioners, which is supported in a report published by the Policy Exchange in June 2013, 'Reforming Social Work'. This report found that the supply of social workers will not equal demand until 2022.
- 3.6 It remains difficult at a national and local level to recruit and retain qualified and experienced practitioners and children's social work continues to be recognised as a key area of shortage recruitment within local Government. The social work job market continues to be a highly competitive market place and the recruitment challenges are particularly difficult in London.
- 3.7 Local Authorities are recognising and acknowledging this issue and improving recruitment and retention packages to address the problem. Some London authorities offer a "golden hello" up to £2,500 (Barking & Dagenham) and/or a retention payment – up to £3,000 per annum (Newham). This can be in addition to other benefits such as yearly travel allowances, free parking or a discounted housing offer.

3.8 Haringey Analysis

- 3.9 Haringey's Corporate Plan 2015-2018 outlines a clear ambition and high expectations, working within the challenge of the Medium Term Financial Strategy. Priority 1 is clear that we will be "Enabling every child to have the best start in life with high quality education".
- 3.10 We are striving to improve our social care offering to CYPS through the development and retention of a skilled and capable workforce, seeking to provide an effective service by retaining and recruiting high calibre staff.

- 3.11 Analysis in June 2015 recognised that the CYPS Social care workforce had 215 established posts, of which 147 were filled with permanent staff. A further 62 posts were filled with agency workers (28.8%), the balance were vacant posts.
- 3.12 In addition, from the data below, we can determine that in the last 12 months, 75% of all leavers in CYPS were social workers or team leaders and the turnover for social workers alone was 17%.

Established Posts	Established Post Count
Child Protection Advisor	0
Independent Reviewing Officer	2
Practice Manager	4
Principal Social Worker	2
Reviewing Manager/Reviewing Officer	1
Senior Practitioner	21
Social Worker	152
Team Manager	33
Totals	215

Leavers by reason	
Reason	Count
Redundancy, Compulsory	3
Retirement, Voluntary (60-65)	1
Voluntary Resignation	37
Totals	41

Leavers for Last 12 months	
Independent Reviewing Officer	1
Practice Manager	2
Senior Practitioner	7
Social Worker	24
Team Manager	7
Totals	41

3.14 Agency Expenditure

- Based on the Hays staff, the average day rate for a social worker (that we pay Hays) is £307 and £383 for team managers.
- Based on a 48 week contract, the average on-cost we would pay an agency social worker from Hays would be £73,680 per year and £91,882 per year for agency team manager.

- 3.15 The highest on-cost for a permanent social worker would be SWC 44 at £54,681 per year and for a permanent team manager would be £66,481 per year at PO7 53.

3.16 Assumption of Analysis

- 3.17 Currently we know of 18 Full Time Equivalent (FTE) in Assessed & Supported Year of Employment (AYSE), thus 116.66 FTE permanent post qualifying experienced social workers
- 3.18 42 FTE agency social workers and 7 agency team managers. If we presume we pay them for 48 weeks at the average rate, it would give us an on-cost of £3.73m per year.
- 3.19 If we were to replace the agency with permanent staff at the highest spinal point, the on-cost would be £2.76m per year.
- 3.20 In the scenario where we were to offer all our experienced social workers and team managers a retention package of £2k a year, it would cost us £332k per year, thus still saving approx £641k a year.

3.21 Recruitment & Retention payment considerations

- 3.22 A review of pay for social workers has also been carried out to determine how competitive we are in the starting salary we offer compared to neighbouring local authorities as well as our statistical neighbours i.e. number of other LAs deemed to have similar characteristics. The data used for comparative pay purposes has been supplied by the London Councils – Pay & Benefits Survey 2015, together with information obtained from the Councils directly.
- 3.23 The data indicated that we already pay at the market median across London for social work posts; this demonstrates that there is little evidence we need to pay an additional market supplement, however, despite this, we are still unable to attract applications from suitable, qualified and experienced candidates and believe this is because we are competing in a shortage market with neighbouring councils offering a more attractive overall package (i.e. discounted housing).
- 3.24 At present, our entry level salary for social workers is in the middle range compared to neighbouring London authorities (see table below), with Lewisham offering the highest starting salary i.e. £38,151.
- 3.25 We have an accelerated pay progression scheme for newly qualified social workers. In view of the many expressions of interest we received from our rolling recruitment and recruitment targeted events, at this current juncture we do not need to offer further enticements for newly qualified social workers in their first Assessed and Supported Year in Employment.
- 3.26 As stated the challenge is to recruit suitably experienced Social Workers. The Professional Capabilities Framework for Social Workers (developed by the Social Work Reform Board & owned by the College of Social Work) describes experienced Social Workers as:

- 3.27 **Experienced social workers** are more autonomous in their role. They demonstrate expert and effective practice in complex situations demonstrated through;
- 3.27.1 Assessing and managing higher levels of risk, striking a balance between support and control, liaising with a wide range of professionals, including more senior levels.
- 3.27.2 Managing complex caseloads, and offer expert opinion within the organisation and to others.
- 3.27.3 Chairing a range of meetings, offer expert support to case conferences, and produce high quality assessments and reports for a range of functions.
- 3.27.4 They model good practice, setting expectations for others. They start to take responsibility and be accountable for the practice of others, mentoring newly qualified social workers and supervising the work of junior staff.
- 3.27.5 Undertake capacity-building with individuals, families, communities, user groups and voluntary organisations, and contribute their views on service provision to commissioners.
- 3.28 This level of experience may be gained 3 years post qualification and experienced candidates should be able to evidence this at application and interview stages.

3.29 Social Worker Salary

Rank	LA	Role	Salary range	
1	Lewisham	Social Workers	£38,151	£39,981
2	Greenwich	Social Workers	£36,669	
3	Camden	Social Workers	£34,515	£40,036
4	Barking and Dagenham	Social Workers	£32,784	£35,655
5	Tower Hamlets	Social Workers	£32,157	£41,811
6	Islington	Social Workers	£31,323	£39,069
7	Southwark	Social Workers	£31,323	£37,257
8	Kingston	Social Workers	£31,296	£35,655
9	Haringey	Social Workers	£30,727	£41,218
10	Tri-Borough	Social Workers	£30,648	£38,229
11	Richmond	Social Workers	£30,555	£35,655
12	Newham	Social Workers	£30,555	£40,218
13	Enfield	Social Workers	£30,555	£39,297
14	Barnet	Social Workers	£30,555	£35,655
15	Redbridge	Social Workers	£29,727	£34,590
16	Waltham Forest	Social Workers	£28,935	£37,476
17	Bexley	Social Workers	£27,716	£37,232
	AVERAGE	Social Workers	£31,658	£37,937

3.30 Team Manager Salary

Rank	LA	Role	Salary range	
1	Tri-Borough	Team Manager	£48,207	£51,045
2	Haringey	Team Manager	£47,781	£51,096
3	Waltham Forest	Team Manager	£46,608	£49,452
4	Greenwich	Team Manager	£45,690	£48,477
5	Barking and Dagenham	Team Manager	£44,766	£53,406
6	Bexley	Team Manager	£44,727	£52,227
7	Enfield	Team Manager	£44,088	£51,264
8	Tower Hamlets	Team Manager	£43,620	£46,359
	AVERAGE	Team Manager	£45,686	£50,416

3.31 Current Recruitment initiatives

- 3.32 From historical data obtained, the recruitment activity from September 2014 to May 2015 shows 41 adverts were placed across CYPS, of which 13 were for social workers and 1 for senior practitioner. There were no Team Manager adverts placed during this period. As a result of few permanent appointments, there was a heavy dependency on agency staff.
- 3.33 In May 2015, a draft Recruitment & Retention Plan for Social Working staff was created to address some of those issues and focus future recruitment activity in the right areas – developing a retention offer was one such area.
- 3.34 Some of the other initiatives already underway are improved brand and adverts, better placed advertising, rolling social working recruitment campaigns and recruitment open evening events. The last two recruitment evenings attracted approximately 130 people. The majority of these interested individuals were student social workers or newly qualified social workers looking for their first post. Whilst we can attract and appoint newly qualified social workers (NQSW), there is a limit to how many staff each team can support as NQSW require a higher level of support as they embed their theoretical learning, and apply their learning to 'learn on the job'. It is impractical, and irresponsible, to expect NQSWs to take on complicated and complex cases initially.

3.35 Proposed Options

3.35.1 Option 1 : Islington Model (Same Recruitmen and Retention Incentives)

Type of Benefit	Description
Recruitment £2k per year	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £1k immediately after the end of the first 12 months
Retention £2k per year	£1k every 6 months starting 12 months after the beginning of appointment

Cost: £364k/year

3.35.2 Option 2: Islington Model (Higher Recruitment, Lower Retention Incentives)

Type of Benefit	Description
Recruitment (£1.75k per year)	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £750 immediately after the end of the first 12 months
Retention (£1.5k per year)	£750 every 6 months starting 12 months after the beginning of appointment

Cost: £175.5k (existing staff) + £85.8k (new appointments) = £261.3 k in the first year and £259k* - £249k per year in subsequent years**

*assumes a 39 FTE annual turnover rate in line with London average

**assumes no turnover

3.35.3 Option 3 : Islington Model (Lower Recruitment, Higher Retention Incentives)

Type of Benefit	Description
Recruitment (£1.5k per year)	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £500 immediately after the end of the first 12 months
Retention (£2k per year)	£1000 every 6 months starting 12 months after the beginning of appointment

Cost: £234k (existing staff) + £73.5k (new appointments) = £307.5k in the first year and £312.5k* - £364k ** per year in subsequent years

*assumes a 39 FTE annual turnover rate in line with London average

**assumes no turnover

3.35.4 Options Overview

	Option 1 (Equal)	Option 2 (More on Recruitment)	Option 3 (More on Retention)
Retention Cost / Year 1	£364,000	£261,200	£307,500
Current Assumed Agency Spend / Year	£3,610,000	£3,610,000	£3,610,000
Future Assumed Permanent Spend / Year	£2,680,000	£2,680,000	£2,680,000
Potential Savings / Year 1	(£566,000)	(£668,800)	(£622,500)

3.35.5 With any of the above offers, the assumption would be that repayment of the recruitment & retention offer would need to be made if the individual leaves within 3 years of joining Haringey.

3.35.6 The Reward Strategy Manager has been involved at every stage of this initiative and it has been agreed that any offer agreed would be reviewed within the next two years or as part of the roll out of the Modern Reward Strategy, whichever is the earlier.

4.0 Additional elements to offer

4.1 It should be noted that the Social Work offer is not just about monetary gain.

- 4.2 As part of the overall Haringey offer, we are establishing a Social Work Faculty specifically designed to nurture and support the growth and development of our qualified social workers throughout their career. It will drive our ambition to be a learning organisation. We are developing meaningful partnerships with Higher Education Institutions to maximise the exchange of knowledge and learning and the application of skills and experience.
- 4.3 In addition, we are working towards implementing Signs of Safety into social work practice across Haringey's child protection system by supporting social workers to be competent and confident practitioners and are committed to supervision, support and continuing professional learning and development.

5.0 Comments of the Chief Financial Officer and Financial Implications

- 5.1 CYPS is moving at pace to reduce its agency costs. In 2014/15 this was £6 million and around 35% of social care workforce. The ambition is to move to reduced dependency on agency in the region of 15% or £2.5-3 million.
- 5.2 It is the intention of the service to fund the £307.5k and subsequent years £364k maximum annual cost from agency reductions going forward.
- 5.3 Across the whole of Children's Services the staffing budget is £24.1m and staffing is the largest single area of spend. Over recent years it has proved difficult to recruit and retain experienced social workers which has meant that the service relies heavily on agency staff, the costs of which are generally significantly higher than equivalent permanent Haringey employees (often as much as between fifteen and thirty percent higher.) In 2014/15 the total agency spend was £6m which contributed to an overall overspend on staffing of around £1m in CYPS.
- 5.4 In 2015-16 the Service is managing to reduce agency costs and aims to bring the spend down to around £3m as part of an overall reduction in spending. This should more than offset the additional costs of the recruitment and retention proposals. A new operating model is being created as part of the MTFs and the long term costs of the retention scheme must be met within the overall staffing budget for the service.

6 Comments of the Assistant Director of Corporate Governance and legal implications

- 6.1 The proposed arrangements for the making of retention offers include the making of payments to the relevant employees which are linked to assessed performance during probation. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay is because of a material factor. Performance –related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed a probation period is not tainted by unconscious gender (or other unlawful) discrimination that might leave open the proposed payment to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance during probation may reduce

the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability and race as well as gender of those staff receiving the payment with the make up by those protected characteristics of those staff considered not to have satisfactorily completed probation and who therefore do not receive the payment. This will allow the detection of potential indirect discrimination against staff with particular protected characteristics.

- 6.2 The requirement for the repayment of the recruitment and retention payments if the individual who has received it leaves within 3 years of joining Haringey is potentially a restraint of trade and therefore potentially unenforceable, in that it will discourage the individual from seeking employment elsewhere. However such requirements are still enforceable if they are a proportionate way of protecting the employer's legitimate interests. Given the recruitment and retention problems mentioned in the report it is likely the requirement would be enforceable. It will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to deduct the payments in full from the individual's final salary if s/he leaves the Council within three years of joining.
- 6.3 It is intended that the making of these payments will be reviewed within the next two years and/or reviewed as part of the Reward Strategy, whichever is the earlier. Given this, it will be advisable to also include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in future.

7 Equalities and Community Cohesion Comment

- 7.1 An initial EQIA has been conducted to assess the impact on staff affected. It is the intention that subject to Delegated Authority being given to the Director of Children's Services to implement a recruitment and Retention offer, further communication and consultation with affected staff will take place and will inform the EQIA that will accompany the fully Recruitment & Retention Offer in December's S&R Committee.

8 Head of Procurements Comments

Not Applicable

9 Policy Implications

- 9.1 The CYPS recruitment and retention elements will be incorporated into the Council's Pay Policy statement.

- 9.2 It is the intention to review the recruitment and retention offer within 2 years, which will fall in line with the Council's Workforce Plan Reward Strategy.

10 Use of Appendices


11 Local Government (Access to Information) Act 1985

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Report for: Staffing & Remuneration Committee

Item number:

Title: Children's Services Recruitment & Retention Offer

Report authorised by :  Jon Abbey – Director of Children's Services

Lead Officer: Andy Briggs – Interim AD Business & Resources
Sunni Morzaria – Interim Recruitment Consultant

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** Non Key

1. Describe the issue under consideration

- 1.1 On 14th September 2015, Children's Services sought delegated authority for the Director for Children's Services to implement a monetary recruitment and retention reward (option 3 in the committee report) to attract new experienced social workers and retain our existing social worker workforce. This was agreed by the committee subject to consultation with the Lead Member for Children and Families and the Lead Member Resources & Culture, and with the section 151 Officer, which has now happened.
- 1.2 Following the September 2015 Committee meeting, Children's Services have carried out further benchmarking and are now seeking agreement on a more detailed Social Care recruitment and retention offer, which includes a number of additional benefits to attract and retain qualified Social Workers and Team Managers. The Offer that is worked up in this report and proposed to the committee will bring us more in line with other London Boroughs, against which we are competing for the same limited workforce. This offer would replace option 3 from the September Committee Report.
- 1.3. After reviewing our recent recruitment activity since July 2015, we are still finding it difficult to fill vacancies in certain teams. Consequently, we have identified that the targeting of recruitment and retention payments is needed, in those services and teams where we have the highest number of vacancies in statutory roles and where we are having the most difficulty in recruiting. These posts are business critical and, hence, need a more targeted offer.

2. Recommendations

That the Committee:

- 2.1 Notes the implementation of the recruitment and retention monetary reward as delegated, subject to consultation to the Director of Childrens Services, by the Committee on 14th September 2015.
- 2.2 Agrees the recruitment and retention monetary reward as detailed in paragraph 3.13 to take effect from 1st January 2016 and to replace the recruitment & retention monetary reward referred to in paragraph 3.12
- 2.3 Agrees the further incentives and initiatives to be implemented to enhance the recruitment and retention offer for social workers in Haringey, as detailed in paragraphs 4.7 onwards.

3. Background information

- 3.1 The recruitment and retention of staff within Children and Young Peoples' Services (CYPS) presents a growing challenge nationally, especially so in social care services. Continual demographic changes present even more pressures in trying to match the demand of social care services with the supply of social workers, senior practitioners and team managers.
- 3.2 Haringey Children's Services in particular, is undergoing a period of significant and rapid change against the backdrop of reducing budgets and pending OFSTED inspections in 2016 with the aim of moving to GOOD or beyond. The Service needs to recruit and retain more quality, experienced permanent staff. These staff will not only exhibit the key skills and experience to undertake their roles effectively but also demonstrate the right attitudes and behaviours that the Council aspires to both now and in the future as it moves towards being judged a GOOD or EXCELLENT Service by OFSTED.

3.3 National Context

- 3.4 It is undisputed that there is a national shortage of experienced, qualified social workers, senior practitioners and team managers employed in statutory children's social work. Since 2005, around 6,000 students a year are embarking on a social work qualification and there are more newly qualified social workers entering the job market encouraged by various Government initiatives and the expansion of post graduate places so that the future provides some opportunities although the pressures are likely to remain acute and endure for some considerable time.
- 3.5 However, there is a significant discrepancy between the supply of newly qualified social workers and experienced social work practitioners, which is supported in a report published by the Policy Exchange in June 2013, 'Reforming Social Work'. This report found that the supply of social workers will not equal demand until 2022.
- 3.6 It remains difficult at a national and local level to recruit and retain qualified and experienced practitioners and children's social work continues to be recognised as a key area of shortage recruitment within local Government. The social work job market continues to be a highly competitive market place and the recruitment challenges are particularly difficult in London.

- 3.7 Local Authorities are recognising and acknowledging this issue and improving recruitment and retention packages to address the problem. Some London authorities offer a “golden hello” up to £2,500 (Barking & Dagenham) and/or a retention payment – up to £3,000 per annum (Newham). This can be in addition to other benefits such as yearly travel allowances, free parking or a discounted housing offer based on social workers being defined as “key workers”.
- 3.8 Local Authorities also recognise that monetary incentives are not enough to attract and retain social workers on a permanent basis. In order to understand and explore what is being offered elsewhere, a benchmarking exercise was undertaken in September against 31 other London Councils. This showed that other Councils offer a suite of benefits in order to attract and retain talent: low case loads (Ofsted recommends 15 per social worker), dedicated specialised administrative support, comprehensive training programme, protected time for supervision and extra annual leave.

3.9 Haringey Context

- 3.10 Haringey’s Corporate Plan 2015-2018 outlines a clear ambition and high expectations, working within the challenge of the Medium Term Financial Strategy. Priority 1 is clear that we will be “Enabling every child to have the best start in life with high quality education”.
- 3.11 We are striving to improve our social care offering through the recruitment and retention of a high calibre, skilled workforce. This will be paramount to addressing the Boroughs children’s social care demands in the future and getting to GOOD.
- 3.12 In September 2015 the Committee approved a report which was sort delegated authority to Director of Childrens Services to implement a Recruitment and Retention monetary reward scheme for Haringey’s social workers, senior practitioners and team managers. as per the table below:

Type of Benefit	Description
Recruitment (£1.5k per year)	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £500 immediately after the end of the first 12 months
Retention (£2k per year)	£1000 every 6 months starting 18 months after the beginning of appointment

- 3.13 Since September and in light of recruitment and retention activity during that period, the Recruitment and Retention offer has been refined to give a greater impact in areas that are experiencing acute difficulties in recruiting and retaining. The Table below explains and illustrates the revised offer.

Target Area	Type of Benefit	Description	Permanent (P6)	Vacancies (P6)	Agency (P6)
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months	41	44	26
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)			
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)	69	19	12
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPS	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)	33	10	17

4. Implementing the Recruitment and Retention Offer

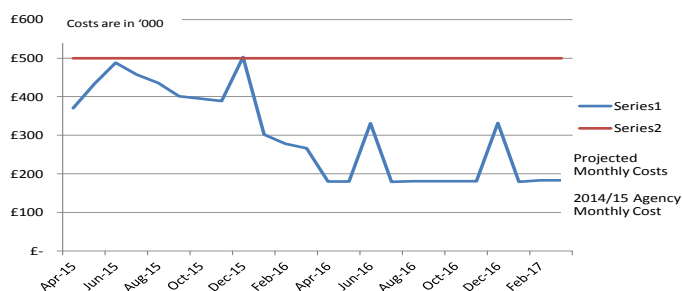
- 4.1 Subject to the Committee's agreement CYPS will make the recruitment payments, as set out in the table above, to all newly appointed experienced permanent social workers, senior practitioners and team managers, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post and who are appointed in target area T1 (Assessments and Safeguarding) on or after the 1st of January 2016

- 4.2 Subject to Committee's agreement, CYPS will start making a retention payment to all experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. The first payments will be made in January 2016. These incentives have been targeted to where the service is having the most difficulty in recruiting and retaining and for posts that are business critical.
- 4.3 The recruitment and retention payments will not be consolidated into the basic pay of the employees receiving them. They will also not count as pensionable pay for the purposes of the Local Government Pension Scheme as payments made as inducements not to terminate employment before the payment is made are excluded from the definition of "pensionable pay" in the relevant Regulations. Apart from the recruitment incentive paid on appointment, the payments will only be paid in full if the employee has been in receipt of full pay for the previous 6 months. If for any reason other than being on maternity leave the employee has not been in receipt of full pay for that period (for example because s/he has on half sick pay), the full payment will be reduced by a proportion, being the proportion of the 6 month period s/he was not in receipt of full pay. Where the employee has been on maternity leave during the 6 month period, the full payment will be reduced by a proportion, being the proportion of the 6 month period the employee was on maternity leave (other than the two weeks' compulsory maternity leave).
- 4.4 Newly recruited experienced social workers have a very clear 12 months programme of work and are reviewed against a capability framework at 3 months and 6 months. The recruitment payments can therefore be linked to the successful completion of probation and of the programme of work. For others, the retention payment will continue to be paid subject to compliance with professional standards.
- 4.5 Communication has taken place with affected staff and unions, subject to approval an individual letter and invitation to one of two workshops where Social Workers, Senior Practitioners, Team Managers and Trade Union representatives will have the new pay arrangements explained and questions answered.
- 4.6 The overall agency spend in Children services will reduce from £6m in 2014/15 to a forecasted £4.8m in 2015/16 (this includes the costs of recruitment and retention incentives). The table below illustrates the projected agency costs, cost of the scheme and overall net financial impact. In the targeted cohort (social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors), the projected agency spend at Period 6 (September 2015) was £3.5m. Based on this cohort, comparison between the forecast of implementing the recruitment and retention payments and P6 projections of agency spend would make a £107k loss in 2015/16 and a £96k savings in 2016/17.



Implementation Costs

Type of Cost	2014/15 Agency Expenditure	2015/16 Projection of Expenditure	2016/17 Projection of Expenditure
Agency Expenditure	£6,017,000	£4,558,000	£2,100,000
Recruitment and Retention Costs	0	£165,250	£376,900
Variance on Agency Spend	0	(£1,293,750)	(£3,540,100)



Assumptions:

1. Always have 10% agency and turnover of 10%.
2. Retention payments based on 143 FTE.
3. Permanent staff conversions are based on the average on-cost for the role.

SW+SP+TM+IRO/CPA Cohort Expenditure	2015/16	2016/17
Projection	£3,620,875	£3,417,692
Variance (against P6 projection)	-£107,534	(£95,694)

The consolidated offer & incentives Financial & Non-Financial

- 4.7 In addition to the implementation of the recruitment and retention monetary award, the Council is now seeking to add further elements to the offer to bring us more in line with London boroughs and create a fully inclusive package, which demonstrates we are serious about investing in and valuing our staff.
- 4.8 **Health and Care Professional Council (HCPC) Registration** – payment of the registration fee for each member of staff who is appointed on or after the 1st of January 2016 and to all current permanent members of staff who require it by law. This will equate to a cost of approximately £18k per year, based on the registration fee of £90 per year. Whilst this will certainly not be a deciding factor in whether someone chooses to come and work for us, the HCPC Registration is a legal requirement for Social Workers to have in order to work and the Council funding this essential requirement will be seen as further investment in them and their professional roles.
- 4.9 **Refer a Friend Scheme payment of £250** payable to staff in post on or after the 1st of January 2016 who introduce and encourage someone they know to apply for a vacancy and if a successful appointment is made. The social work community is fairly close knit, word of mouth and referrals are extremely important in this line of work. Research suggests that a person would be more inclined to apply for a position in an organisation if the place is recommended by a friend/ colleague/ acquaintance and other Local Authorities, such as Bexley, Medway and Bromley recognise this. In addition, the recommendation from an already valued member of the team is an added benefit / dimension to the selection process and will nurture a shared responsibility for building the teams. Maximum expected cost of scheme would be £12.5k, based on the number of vacancies we currently hold. Payment of £250 will be made to the member of staff who makes the recommendation on or immediately after the appointment has been made and after the first day of work.

- 4.10 **Return to Practice Scheme** - despite the challenges of recruiting experienced staff, social workers returning from career breaks, extended maternity leave or from a period in a parallel profession, are finding themselves unable to re-enter roles for which they are fully qualified. According to the College of Social Work, social workers want to return after a break but are struggling to find work. One block to re-registration is obtaining the required days in practice that is needed. On-line learning modules are available but these need to be completed in hand with practice based experience.
- 4.11.1 In England, anyone who has been out of practice for more than two years will need to undertake a period of updating skills and knowledge before they can re-register with the Health & Care Professions Councils. This can consist of supervised practice, formal/private study and the amount required depends on how long an individual has been out of practice:
- Out of practice for up to 2 years – no requirements
 - Two to five years – 30 days of updating skills and knowledge
 - Five years or more - 60 days of updating skills and knowledge
- 4.11.2 In order to facilitate a return to practice scheme, Haringey will offer the following:
- Work shadowing opportunities to fulfil appropriate number of practice days required
 - Introduce supportive and assistant roles, specifically for people on this scheme, offering good work place experience and access to practitioner discussions/workshops and in-house training
- 4.12 **Provide opportunities for unpaid work** - The Council will continue work in conjunction with training providers to develop routes into social work including a volunteering scheme and 'return to social work' schemes (see 4.11) for former Social Workers. Again, according to the College of Social Work, 1 in 10 social workers is newly qualified and there is growing concern about job prospects amongst students, with many offering to work for free as they are unable to secure employment. Our own recent recruitment evenings in July, attendance at Community Care Fair in November and subsequent enquiries have supported this. By providing dedicated volunteering posts and ensuring the support mechanisms are in place, we will be able to "grow our own" workforce by ensuring our volunteers is able to gain the relevant experience and skills to apply for permanent vacancies.
- 4.12.1 The Council would provide dedicate volunteering posts for newly qualified social workers, who meet the following criteria:
- Have been interviewed for a permanent post, fall short of a qualifying score but show potential to fill the role with additional support and work based experience
 - Are currently studying a social work qualification and during college/university holidays and outside of their placements, offer opportunities to gain more practical experience, which would all be subject to the relevant safeguarding clearance checks.
- 4.12.2 In order to facilitate a volunteering scheme, Haringey would establish the following in the first instance and would:
- Identify positions which could be suitable for this
 - Identify tasks within each of the volunteering positions

- At appropriate points of the year commission Practice Educators to facilitate
 - Determine level of expenses to be paid, if any, e.g. reasonable travel/daily subsistence etc.
- 4.13 **Scholarship Programme** – offer 5 funded places to become a fully qualified social worker, as part of and to expand our “grow your own scheme”. This would be open to students who are in their 2nd year of studying a degree in social work. This would be achieved by:
- Engaging and encouraging local organisations to help fund places as a way of giving back to the community. The cost of one place for 2 years of course fees only, is approximately £18,000 if undertaking course full time at university, or £10,800 if taking course via Open University.
 - Identifying suitable candidates via open competition and incorporating rigorous qualifying criteria e.g. must live in the borough, means tested, assessments, successful completion of 1st year of study and supported by university report etc
 - All future placements take place within Haringey.
 - Provide paid work experience during holidays.
- 4.14 **Increase our capacity to take on more ASYE places (Assessed and Supported Year in Employment)** – we know that we do not have trouble Attracting newly qualified social workers by the response we have had to our recruitment events, however, the services cannot sustain a workforce of social workers with so little experience. In addition, existing managers do not have the resources to allocate the right amount of time and support to this group to ensure that their needs are being met in reaching the required standards and obtaining the right level skills/experience/supervision. In order to achieve this, CYPS will:
- Fully utilise the our internal resources (Team Managers/Senior Practitioners to supporting ASYE.
 - Offer places via open competitions each year.
- 4.15 **Supervision:** the Council needs to show that it is committed to enhancing the current practice of social work in Children’s Services and staff need to feel involved and supported in making this happen. Social Workers consistently report locally and nationally that good quality support and professional supervision is one of the most important factors in their employment. There are a number of incentives that the Council can re-commit to and introduce to modernise social work practices:
- 4.15.1 The Council must monitor and improve the quality of social work supervision and continue to reduce the average caseloads. There are several types of supervision, however, the three most commonly referred to are: clinical, managerial and professional supervision. The terms used in this area may sometimes overlap in practical term and it may sometimes be difficult to separate them from each other. In all case protected time should be made available.
- 4.15.2 **Clinical Supervision to:**
- Reflect on and review their current practices
 - Discuss individual cases in depth amongst their peers in a supportive environment
 - Identify changes needed in practice and identify training opportunities/needs
- 4.15.3 **Managerial Supervision to:**
- Review their performance
 - Set priorities/objectives in line with service needs

- Identify training and continuing development needs

4.15.4 *Professional Supervision to:*

- Review professional standards to ensure these are being met
- Keep up to date with professional developments
- Ensure that work is being carried out within professional codes of conduct and boundaries

4.16 As part of the CYPS Workforce Strategy which is currently in development, other developmental opportunities and benefits will be researched and appraised, such as further academic development (funding for MAs or PhDs) and would form part of a future update to Staffing and Remuneration panel.

5 Existing elements to promote more widely/consolidate:

5.1 It should be noted that the recruitment and retention offer is not just about monetary gain. The Council already has some non-financial benefits in place, however, these are not always widely advertised and the wider “package” needs to be consistently promoted at every opportunity. This will be effected via prominent positioning of the full offer on the corporate website in the Jobs/Careers Section; within a newly created recruitment brochure to be handed out at external recruitment fairs and as part of a candidate pack that will be attached to every advert that we place.

5.2 Professional Development

5.2.1 **Career Development and Succession Planning** are major draws when attracting and retaining staff; it shows that the Council is serious and cares about staff and their development. Whether they are looking for career progression or want to consolidate their experience in their existing roles, Children’s services is striving to ensure this is happening. CYPS now have 8 Practitioners doing a Consolidation Award in addition to another 6 doing Practice Teaching Training at Royal Holloway University of London. Also, Senior Practitioners offer Learning Seminars on regular basis to existing staff.

5.2.2 **Social Work Faculty** - As part of the overall Haringey offer, the Council is establishing the Faculty (part of the Haringey Academy) specifically designed to nurture and support the growth and development of our qualified social workers throughout their career. It will drive the Council’s ambition to be a learning organisation. The Council is developing meaningful partnerships with Higher Education Institutions to maximise the exchange of knowledge and learning and the application of skills and experience.

5.2.3 **Signs of Safety** - In addition, the Council is implementing Signs of Safety into social work practice across Haringey’s child protection system by supporting social workers to be competent and confident practitioners and is committed to supervision, support and continuing professional learning and development.

5.2.4 **Further qualifications** - The ILM Level 2 Award in Leadership and Team skills and The First Line Manager Development Programme, to support succession planning and helping social workers moving up their career ladder. The Council already offers development opportunities on Management and Supervision skills through the provision of social work placements for students.

- 5.2.5 **Multi-Disciplinary Training** through the Local Safeguarding Children's Board and opening up access to Virtual School taught courses. (Virtual School supports Children in Care and teaches courses entirely or primarily through online methods).
- 5.2.6 **Haringey Fuse** – The Council has launched a new interactive Learning Platform, which encourages staff to engage in different ways of learning. Haringey Fuse is a new way of learning for the council. It's an online social learning platform that is easy to use and allows you to share and discuss ideas. This has replaced the previous Learning Pool, and contains essential training such as Safeguarding and Health & Safety standards. CYPS intend to proactively promote and encourage staff to access and use the learning platform.
- 5.2.7 **Making Research Count:** The Council is a member of a national collaborative research sharing initiative that offers access to workshops, seminars and developmental events. Also, we have limited number of licenses for Community Care Inform, a subscription website that holds a range of expert-written, practice-related information.
- 5.2.8 **Assessed and Supported Year in Employment (ASYE):** The Council also has a robust and well supported programme for newly qualified social workers. Moreover, we work with Frontline to support social work trainees to qualify and take up NQSW/ASYE placements.

5.3 Environmental Focus

- 5.3.1 **Transport Links:** CYPS intends to positively promote in recruitment drives and literature on how well connected the Borough is when getting to and from Haringey:
- Tube 10 Stations: Manor House, Turnpike Lane, Wood Green, Bounds Green, Seven Sisters, Tottenham Hale, Highgate, Finsbury Park, East Finchley, Seven Sisters.
 - Train 7 Stations: Finsbury Park, Haringay, Hornsey, Alexandra Palace, Bowes Park, Tottenham Hale, Northumberland Park
 - Overground 7 Stations: Haringay Green Lanes, Bruce Grove, Seven Sisters, South Tottenham, White Hart Lane, Crouch Hill, Stamford Hill
 - Extensive bus routes covering the Borough
 - Good Road Network (A406, A105, A10, M1, M11) + parking at reasonable costs i.e. from as little as £3.00 per day
 - Getting to Wood Green: 17- 34min from Liverpool Street, Victoria, Waterloo, Euston, Kings Cross, London Bridge or Charring Cross.
- 5.3.2 **Schools:** For those candidates that look at moving to Haringey, we have 100% of our Special and Secondary Schools that are rated Good or Outstanding by Ofsted; and 90% of our Primary Schools are rated Good or Outstanding by Ofsted. Moreover, we provide Child Care Vouchers for after-school clubs, nurseries and child minders.
- 5.3.3 **Diversity/Culture:** CYPS will promote the borough as exceptionally economically diverse and fast-changing with over 35% of people coming from ethnic minority backgrounds and an amazing 190 different languages spoken in our classrooms. In addition, it will mention the Tottenham re-generation project and benefits this will bring to the borough i.e. more jobs, better housing etc.

5.4 Further initiatives undertaken:

- 5.4.1 The Exit Interview and Questionnaire has been redesigned in order to understand why social workers are exiting the service and highlight issues in retention. This new process will offer exit interviews either face-to-face or over the telephone, with the option of speaking to someone other than their line manager. The conversation will be an opportunity to discuss and capture reasons for leaving. This information will then be used to develop further approaches to reduce staff turnover.
- 5.4.2 Attendance at external Social Worker events – Community Care London 2015 and Compass Jobs Fair London 2015, where Haringey spoke to around 300 delegates who approached our stand. At the Community Care event, seminars, panel discussions and round table informal talks were undertaken on various topics, and 160 people attended the seminars given by Jon Abbey and Neelam Bhardwaja, hence raising the profile of Haringey. By continuing to do this, the Council is re-positioning Haringey Children's Services, being seen as industry thought leaders and raising our profile after a period of hibernation.
- 5.4.3 There is a Jobs & Career Pages microsite development in house with dedicated section for Children's Services and social work. This gives the Council the opportunity to engage with potential candidates by posting wider service information e.g. workforce plans, structure charts, video clips, L&D offer, insight in roles being offered and mini interviews with existing staff/managers.
- 5.4.4 A Children's Services recruitment brochure has been produced, promoting Haringey as a borough with great potential, outstanding schools, re-generation plans etc. In addition, it includes profiles on the Senior Leadership team and service specific information to include rewards & benefits. The brochures are handed out at recruitment events and are all part of the overall strategy in raising the Council's profile.
- 5.4.5 A campaign to recruit 11 permanent Team Managers with the support of external agencies is underway. The rolling campaign which has been underway since June, promotion of these roles at our recruitment evenings in July and attendance at the recent Community Care and Compass recruitment events, has not identified enough suitable candidates to fill these positions.
- 5.4.6 A programme to follow up with relevant and suitable ex-staff who have left the Council within the preceding 3-6 months, to identify if they are happy with their move and if they may want to return to Haringey. They would need to meet the qualifying criteria i.e. good performance/sickness record before we make contact.

6 How will we measure the success?

- 6.1 CYPs believes it's important that we are able to understand what success might look like when the above recruitment & retention initiatives are all imbedded in the service. Measures of Success would be:
- Agency reduction plan (below 15% of full time equivalent establishment)
 - Permanency above (90%)

- “Grow your own” (volume of internal recruitment and scholarship)
- Staff turnover reduction (to be below London Average of 21%)
- Sickness rates (to be at or below Council target of 6 days)

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

Assistant Director of Corporate Governance

- 7.1 The proposed arrangements for the making of recruitment and retention payments include the making of payments to the relevant employees which are linked to successful completion of probation, of a 12 month programme of work and to compliance with professional standards. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council’s job evaluation scheme and work of equal value to be paid the same unless the difference in pay because of a material factor. Performance-related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed probation/ a 12 month programme of work or has complied with professional standards is not tainted by unconscious gender (or other unlawful) discrimination that might leave the proposed payment open to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance may reduce the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability, race as well as gender of those staff receiving the payments with the make up by those protected characteristics of those staff not receiving the payments. This will allow the detection of potential discrimination against staff with particular protected characteristics.
- 7.2 The proposed arrangements may also lead to a potential breach of the Equality Act in that social worker staff receiving the proposed payments may be paid more than other Council employees who are not social workers, but whose work is rated as equivalent to (or more demanding than) the social workers’ work under the Council’s job evaluation scheme. Difficulties in recruitment and retention can be a material factor justifying the difference of pay in such circumstances. However it will be important to keep the proposed arrangements under review and to reduce or end the recruitment and retention payments if market conditions warrant this. Given this, it will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in the future.
- 7.3 Women on maternity leave have special protections by virtue of section 74(6) and 74(7) of the Equality Act 2010. This provides that a woman shall receive the following contractual payments if they would, apart from her maternity leave, have been paid :
- Pay (including pay by way of bonus) in respect of times before she begins her statutory maternity leave
 - Pay by way of bonus in respect of times when she is on compulsory maternity leave
 - Pay by way of bonus in respect of times after the end of the protected period

- 7.3.1 As the recruitment and retention payments are also linked to performance they are arguably “bonuses” for the purposes of the Act. The Act does not define what a “bonus” is. The proposals in paragraph 4.3 for the reduction in certain circumstances of these payments comply with section 74(6) and 74(7). Although on the face of it they would put at a disadvantage a Council employee with a disability where the disability causes the employee to be absent from work and to be on half or nil sick pay, it is unlikely this would be found unlawful by an Employment Tribunal.

Chief Finance Officer

- 7.4 Spending on staffing is a very significant part of the costs of Children’s Services. The staffing budget for the whole of the Directorate is £24.4m, of which £13.6m is within the Safeguarding and Social Care division. In general, agency staff cost more than equivalent permanent employees and so the high level of reliance on agency workers is contributing to an overall £570k overspend on staffing in the Safeguarding and Social Care Division.
- 7.5 This report proposes a range of initiatives to improve recruitment and retention of social work staff, all of which will require additional expenditure. The introduction of recruitment and retention allowances and professional subscriptions will have an initial cost of around £330k a year for existing permanent social workers. Assuming a differential cost of around £10k to £12k between agency and permanent staff then at least 30 new social workers would need to be recruited in order for this initiative to be cost neutral. There is no additional funding available for this initiative so it should only be implemented if there is a high degree of confidence that it will contribute to increased recruitment and lower costs. It must be recognised that whatever the strict contractual situation it may still be difficult to remove these allowances once they are granted without an impact on staff morale and retention. However if these targets are achieved it should bring great benefits to the service – not only reduced costs, but also greater stability and perhaps quality.
- 7.6 The other elements of the strategy will also have costs, especially the scholarship scheme and potentially the return to practice scheme. The costs of these schemes however, is dependent on the size of the scheme and number of people involved and can be more easily flexed from year to year.
- 7.7 Over the course of the MTFs Children’s Services are expected to make substantial staffing savings of around £3m. The costs of all the initiatives contained within this strategy must be met from within the final reduced budget. Obviously, in general the higher the salary costs per post, the fewer posts will be affordable within a fixed budget. However, improvements in the stability and quality of the workforce may well compensate for this.
- 7.8 Finally, it is important to consider whether there could be any potential adverse side effects – either increasing the competition for social workers in our local market (leading to a bidding war) or the creation of demand for similar initiatives in related work sectors (such as Adults Social Workers or non Social Work Children’s Professions.)

8. Use of Appendices

- *Appendix 1: New benchmarking data*

- *Appendix 2: EqlA*

9. Local Government (Access to Information) Act 1985

- *Children's Services Recruitment & Retention Offer* report presented to Staffing and Remuneration Committee on the 14th of September 2015.

Report for: Staffing and Remuneration Committee

Item number: 8

Title: Review of Haringey HR policies
Report authorised by: Richard Grice – Assistant Director, Transformation and Resources

Lead Officer: Julie Amory, HR Policy Development Manager

Ward(s) affected: All

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

- 1.1 In June 2016, the Committee was given notice of the intention to review the Council's HR policies by clustering similar policies into themes that cover the employment relationship that the Council has with its workforce.
- 1.2 This report presents three reviewed policies to the Committee that sit within the theme 'Getting and Retaining the Right People'. The Probation Policy was added to the review as it is currently attached to the Induction Policy. The Capability Policy was added to this review as it was felt that there were ties between that Policy and the Probation Policy.
- 1.3 Although there are four policies that fall within the theme 'Getting and Retaining the Right People' (Disclosure and Barring Service (formerly referred to as CRB) Policy, Induction Policy, Political Restrictions Exemption Procedure and Recruitment Policy) it was agreed with the Trade Unions that two of the reviewed policies would be presented to a later Committee meeting to provide more time to discuss a finalised version of them. The two policies that will go to a future meeting of this Committee are the Probation Policy and the Capability Policy.
- 1.4 The three policies being presented to the Committee for their consideration and recommended adoption from the Getting and Retaining the Right People theme are the:
- Induction Policy;
 - Recruitment and Selection Policy;
 - Disclosure and Barring Service Policy.

2. Cabinet Member Introduction

- 2.1 Not applicable.

3. Recommendations

- 3.1. That the Committee approves the Induction Policy, the Recruitment and Selection Policy and the Disclosure and Barring Service Policy attached at Appendix A, B and Appendix C of this report.
- 3.2. That the Committee authorises the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to decide the implementation date for each of the policies.
- 3.3. That the Committee authorises the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to make such amendments to the policies as he considers minor, any such amendments to be reported back to the meeting of the Committee following the making of the amendments.

4. Reason for decision

- 4.1 Having good HR policies and procedures assists in providing the workplace with a structure that supports the Council's Corporate Plan, Workforce Plan and Values, while allowing it to consider and implement changes in employment law, and guidance. Regular review of these documents ensures they remain fit for purpose and compliant with the law.

5. Alternative options considered

- 5.1 The alternative would be to not conduct any reviews and continue with the existing versions. It is, however, accepted that reviewing HR policies is necessary to ensure these address changes in employment legislation and case law and are adapted to meet the Council's new Vision and Values. It is therefore accepted that regular reviews of the HR policies will be conducted.

6. Background information

- 6.1 The Council has various HR policies and procedures that cover its employment relationship with its workforce. Owned by HR these documents are periodically presented to the Committee for its approval prior to implementation. It is good practice to review HR policies regularly to ensure that these meet the Council's vision and values.
- 6.2 The three policies are in the new policy template that aims to make the Council's policies consistent with its peer Local Authorities, increase transparency through merging similar policy issues into one document and streamline information to make it easier for the workforce to understand and access information on the behaviours and standards that the Council expects of its employees.
- 6.3 The additional benefit of the new template is that it has a section that will ensure that equality and inclusion are clearly considered in all revised policies and a new section that defines the roles and responsibilities of staff, managers and other groups/stakeholders where relevant.

Consultation

- 6.4 The three draft policies were presented to the Trade Unions on 20 July 2016 at the Corporate Industrial Relations meeting chaired by HR with consultation closing on Friday, 5 August 2016. The Statutory Officers' Group (SOG) were presented drafts of the policies for their consideration on 23 August at which it was agreed that Assistant Directors would be given until 5 September 2016 to feed into the reviews. Formal consultation also took place with Legal Services, SSC HR, Assistant Directors and the HR Business Partners. Following this process, refinements were made to the policies which are detailed below.
- 6.5 At the initial meeting Trade Unions raised the concern that the new template removed the 'guts' of the policies. To address these concerns the HR Policy Development Manager and the Head of People and Change met with the Joint Branch Secretary to discuss this concern and it was agreed that HR would meet again with the Trade Unions to reconsider the Probation policy and the Capability policy.

7. Review of the Induction Policy (Appendix A)

- 7.1 The existing Induction Policy is combined with the Probation Policy and was last reviewed in January 2005. The proposed version at Appendix A has separated the two processes to meet best practice as suggested by the Chartered Institute for Personal Development, the professional body that governs HR and people development and to be consistent with the Council's peer Local Authorities.
- 7.2 The proposed Induction Policy has created a new checklist that will act as a useful tool for line managers to ensure that all relevant information is given to a new starter on arrival to the Council. The aim of the checklist is to improve the induction process and to ensure all new employees are introduced effectively to the organisation. The checklist covers the minimum information required in an induction programme and allows line managers to add items to the checklist that will deliver a tailored, local induction that covers the essential information for their area.

8 Review of the Disclosure and Barring Service Policy (Appendix B)

- 8.1 The existing Disclosure and Barring Service policy is contained in a policy statement issued in September 2013. The proposed version at Appendix B has been updated to provide the information more clearly and now includes a section on Gender Recognition Certificates, Checks on Members, as well as clarity on what DBS checks are required of Agency Workers, Consultants and Overseas applicants, and information on the Council's obligations related to storage, access, retention and disposal of DBS records.

9 Review of the Recruitment and Selection Policy (Appendix C)

- 9.1 The existing Recruitment and Selection Policy was last reviewed in March 2010. The proposed version at Appendix C has been updated to reflect the Council's current recruitment practices.

9.2 New sections in the policy cover the position relating to the payment of Interview Expenses to bring the Council in alignment with practices operated by its peer Local Authorities, clarity on the DBS process and the waiver system operated by Adults and Children's and the inclusion of information on Politically Restricted Posts.

9.3 To comply with new legislative changes the revised policy now has a section on Former Public Sector Workers.

10 Contribution to strategic outcomes

10. The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. Having clear, robust HR policies and procedures is a key element of how the Council will meet the Corporate Plan objectives by having fair and consistent approaches on how it manages and develops its workforce.

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

Chief Finance Officer Comments

11.1 The Chief Finance Officer has reviewed the report and has no comments to make.

Assistant Director of Corporate Governance

11.2 Legal Services have been involved in the drafting of the Policies. They comply with all relevant legal requirements.

12 Use of Appendices

Appendix A – Induction Policy;

Appendix B - Disclosure and Barring Service Policy;

Appendix C - Recruitment and Selection Policy;

13 Local Government (Access to Information) Act 1985

Not Applicable.



Draft Induction Policy

Xxxxx 2016

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Document Control

Version History	1.0
Summary of Change	Revision of Induction and Probation Policy 2005, which creates a new, standalone induction policy.
Contact (job title)	HR Policy Development Manager
Implementation date	TBC
Review Date	6 th October 2018
EqIA Date	4 th October 2016
Decision making body & date of approval	Staffing and Remuneration Committee 4 th October 2016
Classification	Official

1. Purpose

- 1.1 This policy sets out the framework as to how employees will be inducted to ensure that all employees are provided with the information that they need to settle into a new role as quickly and effectively as possible.
- 1.2 This policy replaces all previous documentation and local arrangements related to the Council's induction process.

2. Scope

- 2.1 This policy applies to all Council employees, except all staff based at schools operating under delegated budgets.
- 2.2 Although temporary employees, may not complete a formal induction due to the length of their contract, and although volunteers, agency staff and consultants are not considered as Council employees they are required to participate in any mandatory training courses that are relevant to their role. They are also expected to familiarise themselves with the Council's employment policies and to proactively obtain sufficient knowledge about the Council to enable them to effectively carry out their roles to the required standard.

3. General Principles

- 3.1 The Council is committed to:
 - Ensuring that appropriate elements of the induction process are provided to temporary/agency/interim/volunteer staff;
 - The on-going development of its employees, which starts with gaining an understanding of the Council's vision, values, and corporate priorities;
 - Helping managers support employees that have moved to new roles within the Council or whom have recently joined to understand their responsibilities;
 - Ensuring that the Council received the benefit of well-trained and motivated employees as quickly as possible.

4. Promoting equality and inclusion

- 4.1 The Council is committed to applying its equality policy to all stages of its induction process.
- 4.2 In applying this policy, the Council will have due regard for the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between people of diverse groups.

5. Roles and responsibilities

5.1 Employees

Employees being inducted are responsible for:

- 5.1.1 Reading and ensuring that they have understood the policies and standards, which are relevant to their work area and that impact on their role;
- 5.1.2 Working through the induction checklist with their line manager;

- 5.1.3 Undertaking any mandatory training identified by the line managers as necessary for the role;
- 5.1.4 Attending and actively contributing to their regular 121/supervision meetings and to their annual My Conversation Map meeting;
- 5.1.5 Investing time and energy in becoming a valuable member of the Council's workforce including obtaining knowledge of the organisational structure.

5.2 Line Managers

Line managers with employees being inducted are responsible for:

- 5.2.1 Working through the induction checklist with their employee and ensuring that this is signed by the line manager and employee once completed;
- 5.2.2 Conducting a local induction with employees who are new to their service and setting induction objectives where relevant;
- 5.2.3 Scheduling regular 121/supervision meetings with the employee to review work progress and performance; giving timely and constructive feedback;
- 5.2.4 Ensuring that any equipment identified as necessary to complete the role is provided, including where relevant, discussing with the employee whether there are any adaptations needed to support disabled employees.

5.3 Induction Buddy

Induction buddies are existing employees who volunteer to act as a support to new starters for the first six weeks of the new starter's employment with the Council. A Buddy is not a coach or mentor for the new starter and is not responsible for the growth or development of the individual. A buddy is responsible for:

- 5.3.1 Assisting a new employee to acclimatise to their new working environment;
- 5.3.2 Identifying resources in the workplace and providing information on policies and procedures;
- 5.3.3 Introducing the employee to others in the department and throughout the Council;
- 5.3.4 Answering questions and referring the employee to the appropriate resources.

5.4 Human Resources

- 5.4.1 Human Resources are responsible for advising on this procedure. HR is responsible for designing and reviewing the induction process to ensure that it remains up-to-date.

6. Induction process

- 6.1 The induction process consists of the following elements designed to provide employees with information on the Council's corporate culture, policies and procedures. The induction process marks the beginning of the relationship between employer and employee and is of fundamental importance in setting standards and patterns of behaviour for the future:
 - Induction booklet
 - Buddy system
 - Induction Checklist

7. Induction booklet

- 7.1 The induction booklet provides essential information to new starters as part of their induction. It is designed to assist new employees in their first few weeks in the Council, with more detailed information available on the staff intranet. Line managers of employees who do not have access to a computer due to their role should use the booklet as part of their induction with these new starters.

8. Buddy system

- 8.1 This programme is designed to assist new employees in the first six weeks of their employment by offering the opportunity to pair up with an existing employee who will act as point of contact for general queries regarding day-to-day issues.
- 8.2 The Buddy will help the new employee integrate into the Council by being a reliable, motivated, single point-of-contact for their basic questions regarding the Council's values, culture, and expectations.

9. Induction checklist

- 9.1 The induction checklist is a useful tool for line managers to ensure that all relevant information is given to a new starter within their team. It is designed to improve the induction process to ensure that all new employees are introduced effectively to the organisation.
- 9.2 The checklist is a guide that covers the minimum information required on an induction programme. Employees will have individual needs and line managers should add to the checklist to deliver a tailored, local induction that covers the essential information for their service area. Appendix 1 has a copy of the standard Induction Checklist.

10. Review and evaluation

- 10.1 Reviews between the line manager and a new starter are an integral part of an induction programme. These reviews should aim to consolidate learning, encourage the employee, to assess problem areas, and develop targets.
- 10.2 Induction reviews should form part of the regular scheduled 121/supervision meetings that a line manager arranges with the new starter.

11. Monitoring

- 11.1 HR SSC is responsible for monitoring the application of this policy.

12. Further Advice

- 12.1 Further advice is available from HR SSC contactable on 0208 489 7000 or via the SSC Self Service portal.

13. Appendix 1: Induction Checklist

This checklist is to be completed jointly by the line manager and the employee:

Employee:

Service Area:

Line manager:

Team/Department

Date of appointment:

Part 1: Pre-employment		
Completed by the line manager before the employee starts in the role		
Activity	Date	Initials
Call new employee to confirm start date and time, where they should report and if there are any special requirements		
Prepare the new starter's induction programme ready for their first day of work		
Provide the new starter with a personalised copy of the Induction Checklist, preferably by email		
Diarise time to carry out the first day requirements with the new starter or delegate task to a named person		
Make arrangements for someone to receive the new starter		
Advise the service/team of the new starter's start date		
Collate relevant policies and/or procedures to give to the new starter		
Organise a "Buddy" (if applicable)		
Arrange for a list of contact details to be printed (if applicable)		
Arrange 'Welcome meeting' with line manager for first morning		
Work Station/Office Equipment	Date	Initials
Use SSC Self Service portal to raise the following Change Requests:		
New starter IT access: request user log on via "New User" change request (3 days from point of approval)		
Laptop: To purchase a new laptop complete the "Order Laptop" change request		
Desk Phone: Request a new desk phone or extension number via the "Telephone Extension Changes"		
Reassign mobile phone: To change from previous account holder to the new starter via the "Amend details of a mobile phone" request.		
Fuse: Step-by-step instructions on how to install Freja app onto a device to enable remote working.		

Part 2: Action/discussion required on the first day and subsequent weeks		
Mandatory Training: E-learning on Fuse		
Child Sexual Exploitation		
IT Security Awareness - Basic		
Data Protection		
Data Handling		
Equality Analysis		
Basic Safeguarding Awareness		
Each job role will have other specified learning and development needs: Please add the specifics below:		
On arrival – Introductions and welcome		
Site induction Introduction to immediate colleagues and tour of immediate working area including welfare facilities i.e. toilets and refreshment facilities		
Management structure of immediate work area explained		
Arrange collection of IT equipment		
Identify if you have any religious and/or cultural needs		
Telephone usage (voicemail if appropriate and business/personal)		
Car parking (if appropriate)		
ID badges Processed at Podium South, River Park House (AMEY). Employee must complete the ID badge application form (Word, 15KB) and have it signed by the line manager.		
HR provisions. This is to include		
<ul style="list-style-type: none"> • Procedure for booking annual leave, 		
<ul style="list-style-type: none"> • Reporting and recording sickness absence, 		
<ul style="list-style-type: none"> • Core hours/flexible working (where relevant), 		
<ul style="list-style-type: none"> • My Conversation process 		
<ul style="list-style-type: none"> • Shared service single contact Ex 7000 and if accessible, SSC Self Service portal 		

Communications. This is to include:		
• Photocopier/printer/ scanner operation		
• Postal arrangements		
• Booking meeting rooms		
• Team IT folders and systems		
Health and Safety. This is to include:		
• Fire exits and fire wardens		
• Evacuation procedure and meeting points		
• First aider and first aid arrangements including accident reporting		
• Building security and out of hours working		
Policies and standards – documents new starter must read		
• Corporate Plan		
• Capability Policy		
• Code of Conduct		
• Declaration of Interest Form (to be completed by new starter and returned to the line manager on commencement of employment. Form must be regularly updated throughout employee's time with the Council where applicable.)		
• Disciplinary policy and procedure		
• DSE Staff Guidance		
• Employee Assistance Programme		
• Grievance Policy		
• ICT acceptable Usage Policy and Personal Commitment Statement		
• Probation Policy		
• Whistle blowing Policy		
Service specific documents: (managers should use this section to add any role/department related key information relevant to the new employee)		
Action required before the end of five months		

Probation confirmed as successful		
If appropriate confirm that failure to reach expected standards may result in termination of employment		
Following the completion of the Induction Programme please complete the section below		
<p>Employee's comments on their induction:</p> <p>Do you understand your responsibilities and how you fit into the department/team?</p> <p>Are you aware of training and development opportunities available to you?</p> <p>Is there anything that you feel was missing from your induction?</p>		
<p>Interested in Trade Union membership?</p> <p>Are you happy for us to share your details with the Council's recognised Trade Unions who will contact you to discuss the benefits of joining a trade Union?</p> <p>(PLEASE NOTE THAT ONLY YOUR NAME AND CONTACT INFORMATION IS SHARED WITH THE TRADE UNIONS)</p>	Yes	No
<p>Signature:</p> <p>Date:</p>		

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Draft Disclosure and Barring Service Policy

Xxxxx 2016

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Document Control

Version History	1.0
Summary of Change	Revision of Disclosure and Barring Service Policy
Contact (job title)	HR Policy Development Manager
Implementation date	TBC
Review Date	6 th October 2018
EqIA Date	4 th October 2016
Decision making body & date of approval	Staffing and Remuneration Committee 4 th October 2016
Classification	Official

1. Purpose

- 1.1 This policy sets out the framework that the Council applies for processing Disclosure and Barring Service (DBS) certificate requests. This policy also covers the employment of ex-offenders, who have the right under the Rehabilitation of Offenders Act 1974 to have convictions considered as 'spent' after a specified period, subject to certain conditions. However, certain posts are exempt from the Act.
- 1.2 All posts which require the post-holder to engage in regulated activity relating to children within the meaning of Schedule 4 Part 1 of the Safeguarding Vulnerable Groups Act 2006, or which require the post-holder to engage in regulated activity relating to vulnerable adults within the meaning of Schedule 4 Part 2 of that Act, are exempt from the Rehabilitation of Offenders Act. For example, any form of teaching, training, care or supervision of children will be exempt, as will be any form of training, teaching, care or supervision of vulnerable adults.
- 1.3 This policy replaces all previous documentation or local arrangements related to the Council's DBS or Criminal Records Bureau (CRB) processes.

2. Scope

- 2.1 This policy applies to all applicants who apply for permanent, fixed term, temporary or casual contracts with the Council and certain contractors within the Council. The policy also applies to internal non-employed candidates and staff already in employment with the Council, whose original role did not previously require a DBS check but have moved to a new role that does. Specific arrangements apply for those engaged to work on a temporary basis via an employment agency (see section 13). The policy should be read in conjunction with the Council Recruitment and Selection policy.

3. General Principles

- 3.1 The Council is committed to:
 - Safeguarding the children and vulnerable adults that it serves;
 - Complying with its data protection duties when handling, using, retaining and disposing of information;
 - Implementing safer recruitment and selection processes that ensure that those who are unsuitable to work with children or with vulnerable adults are prevented from doing so;
 - Making applicants aware during the recruitment process that if an Enhanced or Standard DBS disclosure (as applicable) can be obtained in respect of the role recruited to, the Council will require that disclosure to be provided by them before they can start in the role

4. Definitions

The following definitions apply:

- **'Regulated Activity':** this means certain activities including work relating to children or to vulnerable adults, as defined in the Safeguarding Vulnerable Groups Act 2006 (SVGA) as amended by the Protection of Freedoms Act 2012 (PoFA))
- **'spent' conviction** - where a certain amount of time has passed since the date of the conviction then certain convictions need not be disclosed

5. Promoting equality and inclusion

- 5.1 The Council is committed to applying its equality policy to all stages of its recruitment and selection process and actively promotes equality of opportunity for all and recognises that candidates with a criminal history can bring a valuable range of skills and talents.
- 5.2 Candidates are selected for interview and appointment based on their qualifications, skills and experience and a criminal history will not automatically bar an individual from gaining or remaining in continued employment with the Council. Assessment is made as to the risks posed to the Council, its employees, clients, the public and others with a decision being made accordingly.

6. Roles and responsibilities

6.1 Prospective and current employees

Prospective and current employees are responsible for:

- 6.1.1 Providing the Council via the Recruitment Team (SSC HR) with the original Disclosure Certificate;
- 6.1.2 Disclosing convictions, cautions, reprimands, police final warnings and if required relevant non conviction information on their application. The Code of Practice can be obtained from the DBS website;
- 6.1.3 Existing employees must immediately declare any new convictions, cautions, reprimands, police final warnings and if required relevant non conviction information, and confirm whether or not there are any changes to their previous disclosure, provided that they are not required to declare more information than they could obtain through a DBS disclosure sought in respect of their role.
- 6.1.4 Understanding that breaches of this policy may lead to disciplinary action.

6.2 Line Managers/Prospective Line Managers

Line managers and prospective line managers are responsible for:

- 6.2.1 Detailing in recruitment literature and job descriptions the roles that require a DBS disclosure and the level of disclosure required
- 6.2.2 Discussing with the prospective employee any relevant matters revealed in a disclosure related to 'unspent' convictions before a decision about the withdrawal of any conditional offer of employment is considered, unless the nature of the position allows the Council to ask questions about a candidate's entire criminal record, in which case any relevant matters revealed in a disclosure are to be discussed.
- 6.2.3 Requesting a DBS disclosure once a conditional offer of employment has been made following an interview
- 6.2.4 Sharing DBS disclosure information on a need to know basis and for maintaining its confidentiality;
- 6.2.5 Checking the DBS status of all agency workers before they are allowed to work in areas of identified risk.
- 6.2.6 DBS rechecking of existing employees
- 6.2.7 Dealing with any breaches of this policy in accordance with the disciplinary policy.

6.3 Human Resources

Human Resources are responsible for:

- 6.3.1 Interpreting and advising on this policy;
- 6.3.2 Co-ordinating the monitoring of the recruitment procedures to ensure that prospective employees with criminal convictions are treated equally in respect of the legislation.

7. Enhanced and Standard DBS Checks

- 7.1 An Enhanced Disclosure contains information held by police and government departments and gives details of spent and unspent convictions, cautions, reprimands, final warnings and other non-conviction information held on the Police National Computer (PNC).
- 7.2 An Enhanced DBS check with barred list checks is undertaken on all individuals whose duties include Regulated Activity. All school-based posts engaged by the school require Enhanced DBS checks.
- 7.3 Checks are also made to see if the person is included in one or both of two ISA Barred Lists of people unsuitable to work in social care services for adults or children. These checks help to establish a person's suitability for a post.
- 7.4 An Enhanced DBS check without a barred list check is only completed for individuals whose duties do not include Regulated Activity, but which may still be eligible for an Enhanced Check.
- 7.5 Roles whose duties do not include Regulated Activity may be eligible for a Standard DBS check if the duties are included in the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975. A standard DBS disclosure contains only details of spent and unspent convictions, cautions, reprimands and final warnings held on the PNC.
- 7.6 If the recruitment literature does not refer to the role being exempt or having a requirement to complete a DBS Disclosure then it can be assumed that a DBS Disclosure does not have to be provided in connection with the recruitment to the role.

8. DBS Barred lists

- 8.1 DBS Children's Barred list and the DBS Adults Barred list contain details of those individuals barred from Regulated Activity relating to children and from Regulated Activity relating to vulnerable adults.
- 8.2 Individuals who appear on these lists cannot be considered for roles that involve the Regulated Activity from which they are barred as they are considered unsuitable to work involving children or adults.
- 8.3 It is a criminal offence to engage someone to work in Regulated Activity when barred, where the person permitting this knows or has reason to believe that they are barred from that activity. The Council has a legal duty to inform the police where a Disclosure reveals that an applicant/existing staff member who is named on a barred list applies for work or is performing work for the Council from which s/he is barred.
- 8.4 It is a criminal offence for a person on the DBS Children's Barred list to seek to engage in regulated activity relating to children, and for a person on the DBS Adults Barred list to seek to engage in regulated activity relating to vulnerable adults, unless in either case the individual did not know, and could not be reasonably be expected to know, that s/he was barred from that activity.

9. Interim DBS waiver

- 9.1 There may be circumstances where the Council may need to start a Social Worker who does not have a DBS certificate issued in respect of their recruitment to that role. This is operated via a waiver process.
- 9.2 The interim waiver process is only possible where the individual is either:
- 9.2.1 An **existing agency worker** who has been working for the Council for more than three months. The individual must have a DBS check dated within the last three years considered satisfactory by the Council and completed to the Council's satisfaction all other pre-employment checks. The waiver is only valid for six months to allow time for the new DBS check to be received; or
- 9.2.2 A **new employee who is in supervised employment**, which means that the individual cannot visit sites or interact with children or vulnerable adults without someone else present. The individual must have a DBS check dated within the last three years considered satisfactory by the Council and completed to the Council's satisfaction all other pre-employment checks. The waiver is only valid for six months to allow time for the new DBS check to be received.
- 9.3 The Hiring Manager must complete and countersign the Interim Waiver Form (available on the intranet) to confirm that all criteria have been met and that any risks have been considered and mitigated.
- 9.4 The interim waiver must be approved by a Director or designated authorised signatory. A candidate should not start work in a role that requires a DBS certificate until this waiver has been authorised.

10. Relevant matters revealed in a disclosure

- 10.1 The line manager and an HR Adviser will meet with the individual to discuss any relevant matters that are revealed in a disclosure. The decision about whether or not to continue with an offer of employment or whether to take any further action against an existing employee will depend upon the outcome of the discussion and of any further investigation which is carried out. Existing employees have the right to be accompanied by a trade union representative or workplace colleague to the meeting. A copy of the DBS Disclosure or Unspent convictions Authorisation Form is available on the intranet.
- 10.2 The discussion will explore:
- The seriousness of the offence and the relevance to the position in question, safety of other employees, clients, the public and property;
 - The length of time since the offence(s) occurred;
 - Whether it was a one-off offence or a part of a pattern of offences;
 - The circumstances of the applicant/ employee at the time the offence(s) occurred;
 - Whether their circumstances have changed and if they are likely to re-offend;
 - If the offence has been decriminalised or if convicted in another Country whether it is criminal in the UK;
 - The degree of remorse or otherwise of the applicant/employee.
- 10.3 Convictions, cautions, reprimands and final warnings for offences of a violent or sexual nature are taken extremely seriously.

11. Gender recognition certificates

- 11.1 Transsexual individuals who have undergone gender reassignment may apply for a gender recognition certificate, which allows the individual to be legally considered as being of the acquired gender as part of the Gender Recognition Act 2004.
- 11.2 To maintain confidentiality a person who is required to undergo a DBS check as part of the recruitment process may apply to the DBS who have a special application procedure to maintain gender confidentiality. This applies where the individual has no criminal convictions and where there is no other information held by any Police Authority.
- 11.3 If the individual has convictions, cautions, reprimands and final warnings under their previous gender that are considered relevant to the post, then the individual's gender change would become evident through the provision of conviction and other information on the DBS disclosure certificate showing both gender names.

12. Checks on Members

- 12.1 Enhanced DBS checks and Barred list checks are required for Members who are engaged in Regulated Activity. Enhanced DBS checks without barred list checks are required for Members who are members of the Cabinet or who carry out 'supervised' work (whether or not paid) in a specified place (including schools) , where the work gives the Member the opportunity to have contact with children,

13. Agency workers, consultants and overseas applicants

- 13.1 Agency and consultants
 - 13.1.1 Agency workers and consultants covering roles in the Council that require a DBS check must have a satisfactory DBS disclosure at the highest level for which the role is eligible. The Council requires the agency or organisation that supplied the agency cover/consultant to have responsibility for obtaining the disclosures.
 - 13.1.2 The Council is not responsible for obtaining a DBS Disclosure for any workers supplied to it by an agency or other organisation.
- 13.2 Overseas applicants
 - 13.2.1 As the DBS disclosure is restricted to information held by police forces in the UK, as part of its pre-employment checks the Council may require overseas applicants or foreign nationals to obtain a Certificate of Good Conduct from the relevant embassies or police forces. The DBS website contains information on how to apply for a Certificate of Good Conduct.

14. Failure to declare convictions/other offences when required

- 14.1 If the Council later finds out about a conviction, caution, reprimand or a police final warning that the individual was required to declare and did not, the Council can take further action, which may include disciplinary action including dismissal.
- 14.2 Criminal offences must not be committed at work. If a criminal offence is committed outside of work the Council will decide whether the offence has an impact on the work of the individual.

- 14.3 If the Council decides that an offence committed by an existing employee has an impact on the work or brings the Council into disrepute, it will take whatever action is deemed appropriate, which could include disciplinary action or dismissal.

15. DBS data handling, storage, retention, and disposal

- 15.1 As an organisation using the Disclosure and Barring Service (DBS) checking service to help assess the suitability of applicants for positions of trust, the Council complies fully with the DBS's code of practice regarding the correct handling, use, storage, retention and disposal of certificates and certificate information.

15.1 Storage and access

- 15.1.1 SSC HR keep disclosure information securely in lockable non-portable storage containers with access strictly controlled and limited to those who are entitled to see it as part of their duties.

15.2 Handling

- 15.2.1 In accordance with section 124 of the Police Act 1997, disclosure information is only passed to those authorised to receive it in the course of their duties. If anyone has been found to have revealed information to those not authorised to receive it in the course of their duties the Council will take whatever action that is deemed to be appropriate. This could include disciplinary action.

15.3 Retention

- 15.3.1 Once recruitment (or other relevant decision) has been made Disclosures are normally retained for no longer than six months from the date of issue to allow for the resolution of any disputes or complaints.

- 15.3.2 Disclosure information may in very exceptional circumstances, be kept for longer than six months.

- 15.3.3 In these circumstances the Council will consult the DBS about this and give full consideration to the Data Protection and Human Rights of the individual before doing so and the usual conditions regarding safe storage and controlled access apply during this time.

15.4 Usage

- 15.4.1 Certificate information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given

15.5 Disposal

- 15.5.1 Once the retention period has elapsed, the Council will ensure that any DBS certificate information is immediately destroyed by suitable means (shredding, pulping or burning). While awaiting destruction, Disclosure information will not be kept in any insecure receptacle (e.g. waste bin).

- 15.5.2 The Council will not retain a photocopy or other image of the Disclosure.

- 15.5.3 The Council will retain details of the type of Disclosure certificate issued, the Disclosure unique reference number, the name of the individual, the position for which the certificate was requested and the date of issue. A record of the recruitment decision will also be held.

16. Acting as an umbrella body

- 16.1 The Council is not acting as an umbrella body for any other organisation.

17. Monitoring

17.1 SSC HR is responsible for monitoring the application of this policy.

18. Further Advice

18.1 Further advice is available from SSC HR contactable on 0208 489 7000 or via the SSC Self Service portal.

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Draft Recruitment and Selection Policy

Xxxxx 2016

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Document Control

Version History	1.0
Summary of Change	New policy setting out recruitment and selection standards that the Council will follow.
Contact (job title)	HR Policy Manager
Implementation date	TBC
Review Date	6 th October 2018
EqIA Date	4 th October 2016
Decision making body & date of approval	Staffing and Remuneration Committee 4 th October 2016
Classification	Official

1. Purpose

- 1.1 This policy sets out the recruitment and selection standards that the Council will follow to identify and appoint suitable employees to create an agile, diverse, and motivated workforce that can deliver high quality services for the people of Haringey.
- 1.2 This policy replaces all previous documentation or local arrangements related to the Council's Recruitment and Selection process.

2. Scope

- 2.1 This policy applies to the internal and external recruitment of permanent, temporary and / fixed term contract roles within the Council. It does not cover appointments to Chief Officer and Deputy Chief Officer posts. The Council defines "Chief Officer" as a statutory or non-statutory chief officer who, as respects all or most of the duties of his/her post, directly reports to the Chief Executive, and "Deputy Chief Officer" as an officer who, as respects all or most of the duties of his/her post, reports directly to a Chief Officer. An officer whose duties are solely secretarial, clerical or administrative in nature shall not be regarded as a Chief Officer or Deputy Chief Officer.
- 2.2 This policy is not applicable to schools operating under delegated budgets.

3. General Principles

- 3.1 The Council is committed to:
 - Having an effective, efficient and transparent recruitment process that selects the right individual based on compatibility with the personal specification and job description;
 - Reducing recruitment costs by advertising vacancies online; candidates that do not have internet access at home can use the Haringey Libraries wireless (WiFi) hotspots to submit an online application;
 - Implementing safer recruitment and selection processes that ensure that those who are unsuitable to work with children or with vulnerable adults are prevented from doing so;
 - Making applicants aware during the recruitment process of the Council's obligation to request DBS disclosures for certain roles.

4. Definitions

- 4.1 The following definitions apply:
 - **Hiring Manager** - the manager responsible for recruiting to/filling a vacant post;
 - **Personal Specification** the list of specific skills, knowledge, experience and other attributes required of the role holder and which an applicant must address when submitting an application for a role;
 - **Recruitment Officer** – the HR SSC manager responsible for providing the Hiring Manager with guidance on the recruitment and selection process;
 - **Recruitment Team** – the HR SSC team responsible for the recruitment and selection process; contactable on 0208 489 7000;
 - **'Regulated Activity'**: this means certain activities including work relating to children or to vulnerable adults, as defined in the Safeguarding Vulnerable Groups Act 2006 (SVGA) as amended by the Protection of Freedoms Act 2012 (PoFA))

5. Promoting equality and inclusion

- 5.1 The Council is committed to applying its equality policy to all stages of recruitment and selection. All appointments will be made on merit. Candidates must let the Hiring Manager and or the Recruitment Team know if they have any special needs, which they need to be met at interview, for example, sign language interpreter and assistance to allow ease of access for wheelchairs.
- 5.2 The Council encourages applications from disabled applicants. Applicants who declare a disability as defined in the Equality Act 2010, will be interviewed and considered on their abilities provided they meet the essential minimum criteria in the personal specification for the job vacancy. The Council will accept applications completed by a third party for example Re-employ, Job Centre Plus advisors for applicants who claim to have learning or literacy disabilities that prevents them from completing the application themselves.

6. Roles and responsibilities

6.1 Applicants

- 6.1.1 Applicants who claim they cannot use the online recruitment facility due to a disability are required to contact the Council's Recruitment Team in advance of submitting an application who will discuss with the individual and decide on an acceptable alternative format for the application.
- 6.1.2 Applicants approved to submit an application in an alternative format must address the personal specification explaining how the individual meets the required skills, knowledge, experience and other attributes required for the advertised role.
- 6.1.3 Current Haringey employees who are subject to live disciplinary warnings will have this considered by the selection panel when applying for an internal role.

6.2 Hiring Manager

- 6.2.1 Hiring Managers must ensure they understand the Council's recruitment policy before undertaking recruitment. Completing the Council's Recruitment and Selection training and Safer Recruitment training will assist Hiring Managers to undertake recruitment that meets the requirements of this policy.
- 6.2.2 Hiring Managers are required to treat applicants fairly and consistently; ensuring that one set of the paperwork that records the panel's decision at each stage of the recruitment is kept for at least six months from the date of interview and that all activities comply with the Council's equality and data protection obligations.

6.3 Human Resources

- 6.3.1 Human Resources will be responsible for interpreting and advising on this procedure.

7. Interview expenses

- 7.1 Travel expenses incurred during the recruitment process are only reimbursed in exceptional circumstances and when agreed in advance with the Hiring Manager who will discuss this with the Recruitment Team. Other expenses including but not limited to parking charges, London

congestion charges, subsistence, toll fees or any overnight accommodation charges will not be reimbursed.

8. Pre-employment checks and References

8.1 Pre-employment checks

8.1.1 The Recruitment Team will complete pre-employment checks on the successful candidate, which will include eligibility to work in the UK and employment references.

8.1.2 Candidates are asked to submit original documents to the Recruitment Team to ensure that adequate checks can be made and only when all checks are completed to the Council's satisfaction can an appointment be confirmed. If original documents cannot be produced or if one or more of the pre-employment checks are considered to be unsatisfactory, the offer of employment must be withdrawn.

8.2 References for candidates

8.2.1 Employment references are requested once a candidate accepts a conditional offer of employment and are shared by the Recruitment Officer with the Hiring Manager.

8.2.2 Employment references may not be required where candidates have little or no previous work experience for example school or college leavers, applicants for Apprenticeship or Graduate training schemes, where the candidate is returning to work after a career break. Whether employment references are required in any particular case will be decided by the Hiring Manager in agreement with the Recruitment Team and must comply with best practice and legislation.

9. Safeguarding and the recruitment process (safer recruitment)

9.1 The safety and the welfare of the children and vulnerable adults is paramount at every stage of the recruitment, which means Hiring Managers will think about and include issues related to safeguarding at every stage of the process.

9.2 Hiring Managers will ensure that advertised vacancies clearly demonstrate the Council's commitment to safeguarding and promoting the welfare of children and vulnerable adults.

9.3 For roles falling within the definition of Regulated Activity the interview panel will scrutinise the candidate's information including satisfactorily resolving any gaps, discrepancies or anomalies in the individual's career history and assessing an applicant's suitability to work with children or vulnerable adults (as applicable).

10. Disclosure and Barring Service

10.2 Candidates offered roles falling within the definition of Regulated Activity must apply for a new Disclosure and Barring Service (DBS) certificate as previously held DBS Disclosures are not transferable unless the following is satisfied:

10.2.1 An individual must be a Council employee and may use an existing DBS certificate provided:

- The individual is moving to a role that is the same as the one they are moving from and the existing DBS certificate is less than 12 months old (no more than 3 months old if working with children or vulnerable adults);
- The new role is the same as their current job as it deals with similar client groups and work and;
- The previous DBS Disclosure included a check against one or both of the lists of those barred to work with children or vulnerable adults;
- There is no break in service.

10.2.2 In exceptional circumstances, the Council may need to start an individual without the relevant the relevant DBS disclosures. This is operated via an Interim DBS Waiver (section 10.3).

10.3 Interim DBS Waivers

10.3.1 There may be exceptional circumstances where the Council may need to start a Social Worker who does not have a DBS certificate issued in respect of their recruitment to that role. This is operated via a waiver process.

10.3.2 The interim waiver process is only possible where the individual is either:

10.3.3 An **existing agency worker** who has been working for the Council for more than three months. The individual must have a DBS check dated within the last three years considered satisfactory by the Council and completed to the Council's satisfaction all other pre-employment checks. The waiver is only valid for six months to allow time for the new DBS check to be received; or

10.3.4 A **new employee who is in supervised employment**, which means that the individual cannot visit sites or interact with children or vulnerable adults without someone else present. The individual must have a DBS check dated within the last three years considered satisfactory by the Council and completed to the Council's satisfaction all other pre-employment checks. The waiver is only valid for six months to allow time for the new DBS check to be received.

10.3.5 The Hiring Manager must complete and countersign the Interim Waiver Form (available on the intranet) to confirm that all criteria have been met and that any risks have been considered and mitigated. The Director of Children's Services or the Director of Adult Services must follow the agreed approval process when approving use of an interim waiver. Details of the interim waiver process is available on the intranet or from SSC HR. A candidate should not start work in a role that requires a DBS certificate until this waiver has been authorised.

11. Politically restricted posts

11.1 Certain posts are classified as politically restricted depending upon whether the post is specified in legislation as politically restricted ("specified posts") and upon the duties required of the postholder ('sensitive posts'). The aim of classifying posts as politically restricted is to prevent potential conflicts of interest from arising between an employee's duty to the Council and their political affiliation. The Council is under a duty to draw up and regularly update a list of those posts, which it considers are politically restricted.

11.2 Posts classified as politically restricted will show this information on the job description. Applicants can contact HR SSC for clarification if they are unsure whether the post they wish to apply for is politically restricted.

11.3 Roles considered as politically restricted mean that the postholder cannot have any active political role either in or outside the workplace, unless the post is classified as politically restricted by reason of being a sensitive post, in which case it is possible to apply to appeal to be exempted from the list.

11.4 Politically restricted posts with the right to appeal to be exempted

11.4.1 The holders of posts which are considered to be sensitive posts have the right to appeal to the Local Standards Committee for an exemption from the list, where it felt that the Council has incorrectly applied the criteria for a post to be a sensitive post. The holders of specified posts do not have a right of appeal. A sensitive post is one which meets one or both of the following duties-related criteria:

- giving advice on a regular basis to the authority itself, to any committee or sub-committee of the authority or to any joint committee on which the authority are represented; or where the authority are operating executive arrangements, to the executive of the authority; to any committee of that executive; or to any member of that executive who is also a member of the authority.
- speaking on behalf of the authority on a regular basis to journalists or broadcasters.

11.4.2 A Haringey employee in a politically restricted post must successfully appeal to be exempted from the list or resign from their post with the Council before standing for election or attempting to hold an elected position.

11.4.3 The right to appeal only applies to post holders in roles that are 'sensitive' politically restricted posts.

12. Former public sector workers

12.1 Legislation requires public sector workers to notify the Council as soon as reasonably practicable, and in any event before they enter into a contract with the Council, that there has been a qualifying exit payment and that they may be obliged under the legislation to repay some or all of the payment where the individual:

- earned at least £80,000 during their last 12 months of work, and
- received a qualifying exit payment (as defined in the Repayment of Public Sector Exit Payments Regulations 2016), and
- agreed with the Council to commence working for it within a year of the end of their former role.

12.2 Such workers must either repay to the former public sector employer the amount due or agree a repayment schedule with the former public sector employer. Failure to take either step may delay their entering into a contract with the Council in respect of their new role.

13. Monitoring

13.1 HR SSC is responsible for monitoring the application of this policy.

14. Further Advice

- 14.1 Further advice is available from HR SSC contactable on 0208 489 7000 or via the SSC Service portal.

Report for: Staffing & Remuneration Committee, 4th October 2016

Item number: 9

Title: People Management Report, April – June 2016

Report authorised by : Richard Grice, AD Transformation & Resources

Lead Officer: Carole Engwell, HR Quality Assurance Manager

Ward(s) affected:

**Report for Key/
Non Key Decision:**

1 Describe the issue under consideration

The report provides the committee with data relating to the workforce including non-employed workers, equalities and sickness absence data for the period April to June 2016.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

The report is for information and noting only.

4 Reason for decision

Not applicable.

5 Alternative options considered

Not applicable.

6 Background information

Details of the number of non-employed workers, the spend over the quarter, the workforce equality profile and sickness absence trend over the period are attached at Appendix 1.

7 Contribution to Strategic Outcomes

The management controls that were introduced towards the end of the quarter in response to the need for a tighter grip on spending, have reduced both the

number of non-employed workers and the spend across the council. Over the coming months, the headcount is expected to show a reduction in line with the reductions outlined the Workforce Plan and Medium Term Financial Strategy. Some of the equality action plan recommendations agreed by the Committee earlier this year may take slightly longer to achieve than originally thought due to the slowdown of external recruitment resulting from the increased spending control over recruitment.

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

- 8.1 The current regime in place supporting the engagement of agency, consultants and interim staff requires a completed business case setting out the funding available to cover the costs of these appointments. This ensures that the managers are taking full budgetary responsibility for their decisions and the requirement to provide regular business cases for extensions provides challenge to ensure that the greater focus is placed on moving towards permanent recruitment or the positive and timely delivery of agreed outcomes.
- 8.2 The Assistant Director for Corporate Governance notes the contents of this report, and appendices 1 and 2. He comments there appear to be no legal implications arising from this report.

9 Use of Appendices

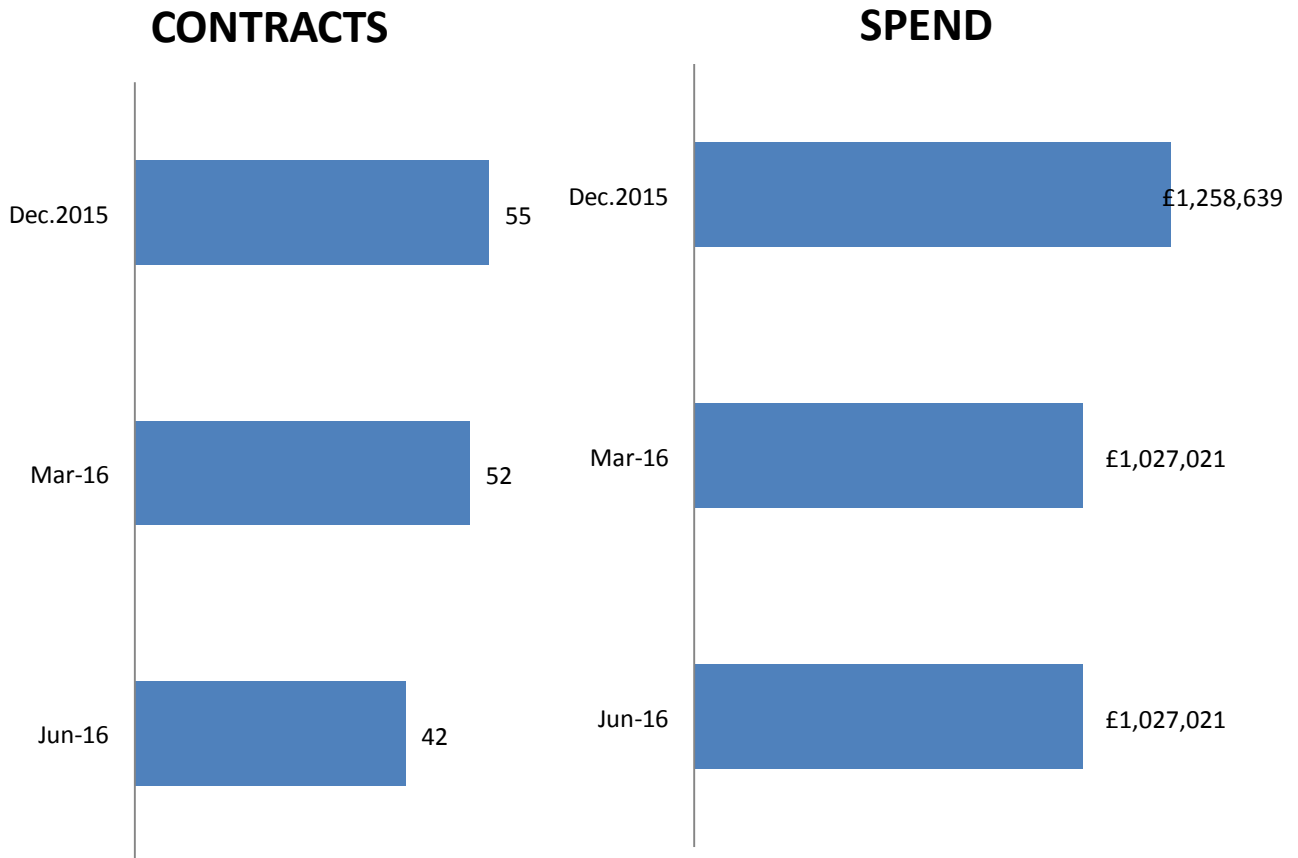
Appendix 1: Data relating to the workforce
Appendix 2: List of current consultant contracts

10 Local Government (Access to Information) Act 1985

Not applicable.

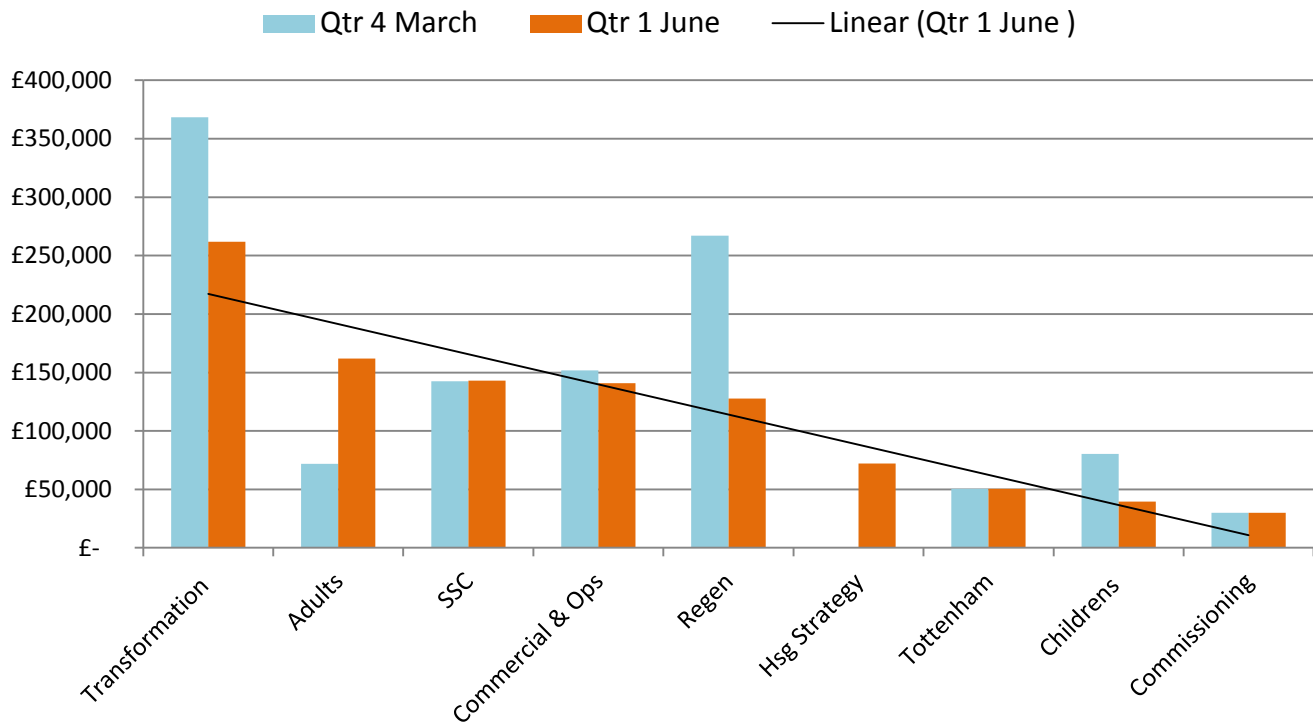
Appendix 1

Consultants



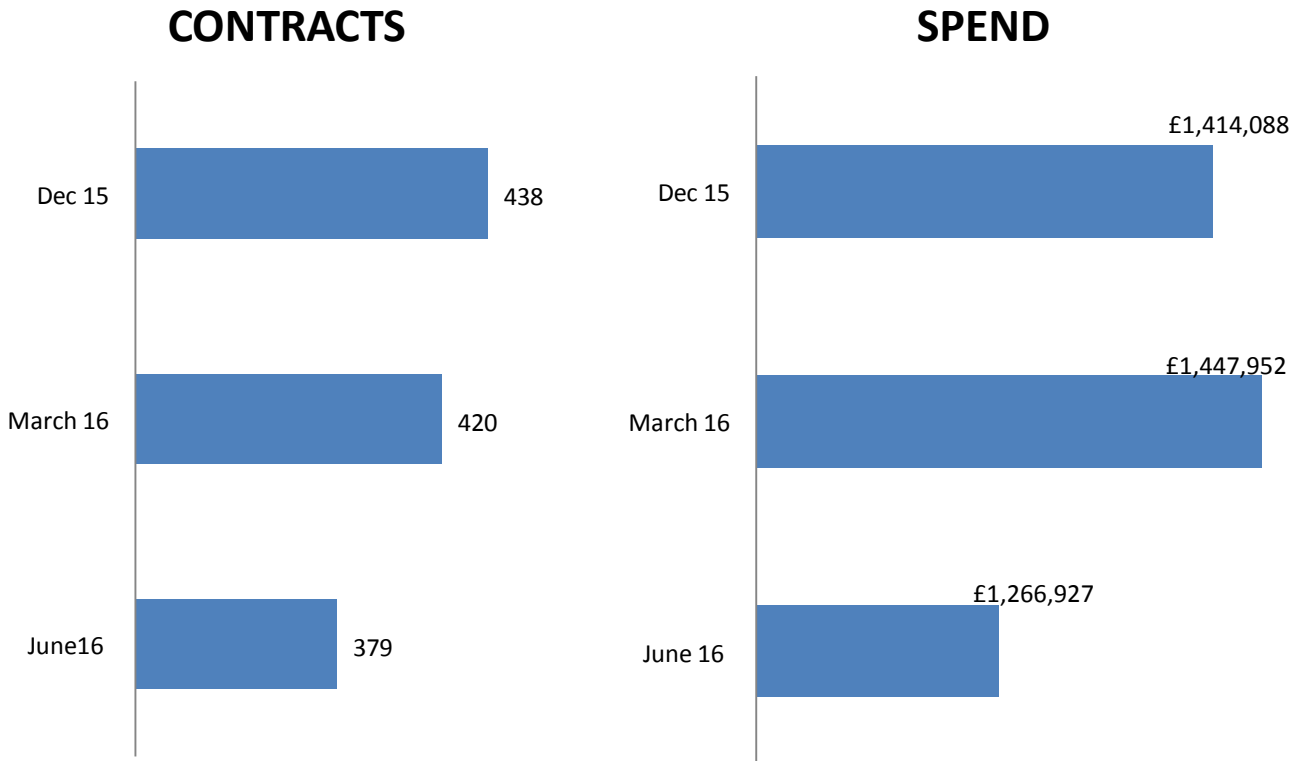
The quarterly reduction in the number of consultants has continued during Quarter 1 with a reduction in spend of £231.6k achieved since January 2016 and attributed to tighter management controls.

Consultant Spend by Business Area



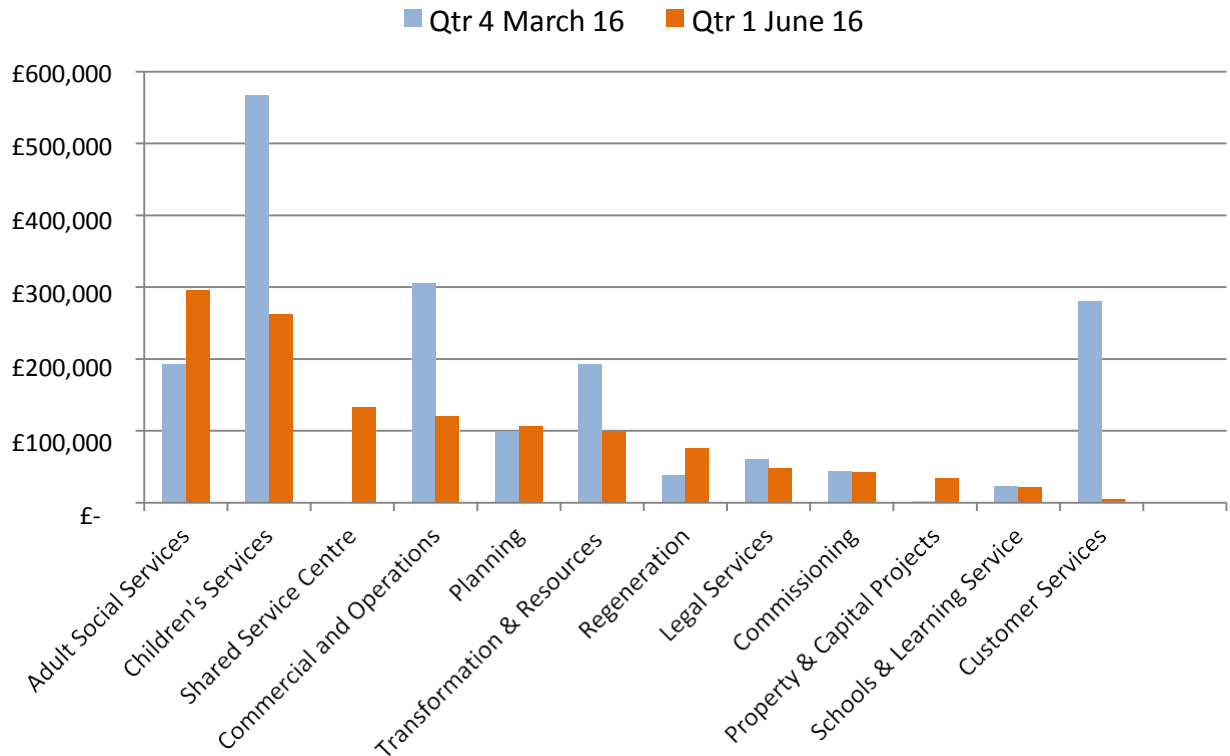
The only area to increase spend is Adult Services, which is due to increased work being carried out in Adult services transformation. The project will review how contracts are commissioned with the aim of improving the way that they are implemented. The business areas of Transformation & Resources (a new business unit consisting of HR, Finance, IT and the Programme Office) and Regeneration have shown the largest reduction in numbers. In Transformation this is as a result of the conclusion of the Business Infrastructure Programme and in Regeneration where seven contracts were not extended.

Agency Workers



The management controls introduced for Consultants are also applied to agency workers, and has accounted for a reduction of 41 contracts over three months, with the subsequent reduction in spend of £181k.

Agency spend by Business Area



The Shared Service Centre data was reported under various areas in March and a comparison over the quarter is therefore not shown. The demand led services of Adults and Children's Services show the highest spend this quarter, despite stringent efforts in Children's Services to recruit social workers to permanent contracts (including open days and evenings, specific targeted recruitment and improving the recruitment process) there are still a number of social care staff who are on agency contracts. In Adults Services the ageing population continues to place high demands on all areas of social care including occupational therapists, admin staff involved in assessments as well as front line social workers.

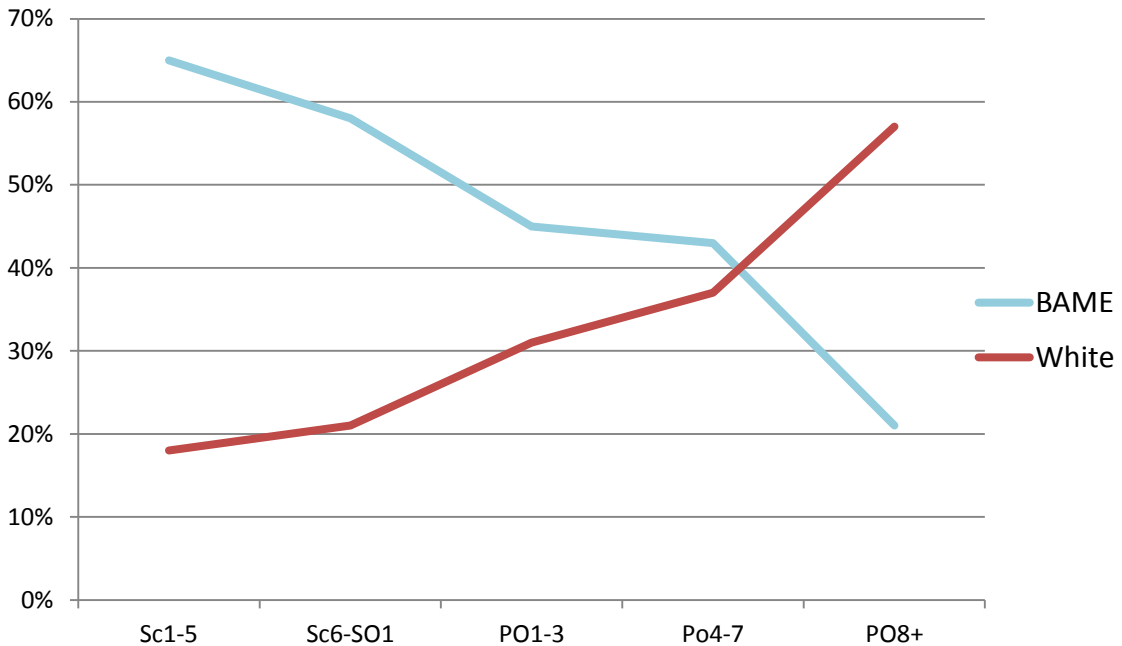
Workforce Equality Profile

Headcount at end of June 2016	2,435	
Employees under 24	29	1%
Employees over 65	48	2%
Employees with a declared disability	216	9%
BAME	1,230	51%
White	715	29%
Women	1,612	66%
Men	823	34%
Top 5% of earners:		
Women	53	52%
BAME	18	18%
Disabled	1	2%

The total headcount at the end of June was 2,435. During the 12 months to June 2016, the headcount of BAME and disabled staff reduced proportionally more than the headcount of white staff. Further analysis of the leaving figures will be carried out to investigate the reasons for this discrepancy.

The percentage male/female split in the workforce has remained fairly stable for the past year, as has the percentages of staff within the top 5% of earners.

Council Profile by Pay Grade



The low levels of BAME applicants appointed to roles above PO7 has been outlined in previous Workforce reports. The slowing down of recruitment will have an impact on the organisation's ability to change the situation in the short term/medium term. However, the work being carried out by the equality group which will be working towards the action plan recommendations agreed by this Committee earlier this year and the revision of the Recruitment policy will put in place a basis for change in the future.

Sickness absence

Average days absence per employee per month	Reasons for absence			
	Mental Health	Limbs/Joints	Infection	Back issues
June 2016 9.3 days average	17%	10%	9%	8%
May 2016 9.8 days average	16%	10%	10%	9%
April 2016 8.7 days average	15%	10%	10%	8%

The Council's target for sickness absence is 6 days per employee in a rolling 12 month period. This target has been exceeded during Qtr 1 although work has been carried out by HR Business Partners to provide additional support and guidance to managers including drop in sessions; one day face to face training and work with management teams to review cases and provide challenge to manager when necessary.

The reasons for absence over the quarter have remained relatively stable with mental health issues (including anxiety, stress or depression) remaining the top reason cited for absence. The individual's reason for absence may be related to home and/or work events and may be short or long term. The Council has an Employee Assistance Programme which can provide 24/7 advice on issues as diverse as parenting problems, legal issues or work related issues. Face to face counselling can be provided by qualified local counsellors after a management referral to the Occupational Health team.

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All Consultant Posts April - June (Qtr 1) 2016

Contract Status	Directorate	Service Area	Assistant Director	Job title	Start date	End Date	Contract length (Months)	Daily Rate	Estimated cost in full year (daily ratex200)
Additional support	COO	Commercial & Operational Services	Stephen McDonnell	Programme Manager	22/04/15	30/09/16	17	£ 750.00	£ 150,000
Supernumerary	COO	Commercial & Operational Services	Stephen McDonnell	Procurement Project Manager (0.6)	02/03/16	02/09/16	6	£ 535.00	£ 64,200
Supernumerary	COO	Commercial & Operational Services	Stephen McDonnell	Contract Development Manager 0.9	23/05/16	31/10/2016	5	£ 377.00	£ 67,860
Additional support	COO	Commercial & Operational Services	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/11	30/09/2016	62	£ 275.00	£ 55,000
Additional support	COO	Commercial & Operational Services	Stephen McDonnell	Project Manager	02/06/15	30/10/16	16	£ 520.00	£ 104,000
Established 50004609	COO	Commercial & Operational Services	Stephen McDonnell	Interim Head of Procurement (0.9)	10/06/2015	01/11/2016	16	£ 677.36	£ 121,925
Established 50107032	COO	Shared Service Centre	Mark Rudd	Web developer	03/02/15	01/07/16	16	£ 269.29	£ 53,858
Additional support	COO	Shared Service Centre	Mark Rudd	Exchange Specialist - Evergreening	20/08/13	31/10/2016	38	£ 396.00	£ 79,200
Established 50107074	COO	Shared Service Centre	Mark Rudd	Technical Specialist/Architect	15/10/2012	01/07/2016	44	£ 450.00	£ 90,000
Established 50107068	COO	Shared Service Centre	Mark Rudd	Infrastructure Engineer (Citrix specialist)	15/10/2012	31/10/2016	48	£ 420.00	£ 84,000
Additional support	COO	Shared Service Centre	Mark Rudd	Infrastructure Engineer	30/01/14	31/07/16	30	£ 387.00	£ 77,400
Supernumerary	COO	Shared Service Centre	Mark Rudd	HR Business Partner	01/03/16	30/09/16		£ 532.00	£ 106,400
Established 50097896	COO	Shared Service Centre	Mark Rudd	TDA (Sharepoint Specialist)	07/11/2013	31/10/2016	35	£ 407.00	£ 81,400
Established 50004268	COO	Transformation & Resources (Finance)	Richard Grice	Deputy S151 Officer	30/03/16	31/10/16	7	£ 790.00	£ 158,000
Established 50188911	COO	Transformation & Resources (Finance)	Richard Grice	Project Manager Finance (0.9)	28/01/2015	01/07/2016	17	£ 495.73	£ 89,231
Established 50065175	COO	Transformation & Resources (IT)	Richard Grice	Technical Project Manager	28/01/16	01/09/16	7	£ 452.00	£ 90,400
Additional support	COO	Transformation & Resources (Finance)	Richard Grice	Interim Head of Finance (Adults and Children's Services)	23/10/15	31/08/16	10	£ 595.00	£ 29,750
Transformation	COO	Transformation & Resources (Digital & IT)	Richard Grice	Business Analyst	26/10/15	22/09/16	10	£ 411.76	£ 82,352
Supernumerary	COO	Transformation & Resources (Finance)	Richard Grice	Procurement Project Manager (0.8)	03/02/16	30/09/16	7	£ 560.00	£ 89,600
Established 5016442	COO	Transformation & Resources (Finance)	Richard Grice	Head of Treasury & Pensions	08/04/16	09/09/16	5	£ 540.00	£ 108,000
Transformation	COO	Transformation & Resources (Programme Office)	Richard Grice	Change Manager (Shared business support project)	14/01/16	31/03/17	14	£ 536.00	£ 107,200
Transformation	COO	Transformation & Resources (Programme Office)	Richard Grice	Business Analyst	06/01/16	01/11/2016	9	£ 452.00	£ 90,400
Transformation	COO	Transformation & Resources (Programme Office)	Richard Grice	Financial Systems Trainer	14/12/15	31/08/16	8	£ 508.00	£ 101,600
Transformation	COO	Transformation & Resources (Programme Office)	Richard Grice	Senior business analyst	16/03/15	30/09/2016	18	£ 502.00	£ 100,400
Supernumerary	DCE	Adult Social Services	Beverley Tarka	Business Analyst 0.85	30/03/16	24/06/16	2	£ 560.73	£ 112,146
Transformation	DCE	Adult Social Services	Beverley Tarka	Business Analyst Adult Social Care Transformation	10/08/15	11/08/16	12	£ 431.00	£ 86,200
Supernumerary	DCE	Adult Social Services	Beverley Tarka	Project Manager	18/04/16	21/10/16	6	£ 600.00	£ 120,000
Supernumerary	DCE	Adult Social Services	Beverley Tarka	Project Manager - communications & culture change	03/05/16	04/11/16	6	£ 600.00	£ 120,000
Transformation	DCE	Adult Social Services	Beverley Tarka	Business analyst	13/01/16	30/06/2016	5	£ 452.00	£ 90,400
Supernumerary	DCE	Adult Social Services	Beverley Tarka	Head of Service (Front Door Reviews)	23/05/16	31/03/2018	22	£ 593.00	£ 118,600
Additional	DCE	Children's Services	Jon Abbey	Children's Services Transformation	01/10/14	31/03/17	29	£ 791.00	£ 158,200
Supernumerary	DCE	Commissioning	Charlotte Pomery	Interim brokerage manager	09/10/15	30/09/16	11	£ 600.00	£ 120,000
Additional support	REGENERATION, PLANNING & DEVELOPMENT	Housing Strategy & Transformation	Dan Hawthorn	Housing Strategy & Transformation Coordinator P5	10/08/15	27/07/16	11	£ 611.69	£ 85,540
Transformation	REGENERATION, PLANNING & DEVELOPMENT	Housing Strategy & Transformation	Dan Hawthorn	Development & Enabling Manager	27/11/14	30/09/16	22	£ 562.50	£ 112,500
Supernumerary	REGENERATION, PLANNING & DEVELOPMENT	Housing Strategy & Transformation	Dan Hawthorn	Housing Development Project Manager	20/06/16	28/10/16	4	£ 452.00	£ 90,400
Additional support	REGENERATION, PLANNING & DEVELOPMENT	Regeneration Strategy	Dan Hawthorn	Innovation Hub Officer (0.4)	21/09/15	26/08/16	11	£ 374.00	£ 29,920
Transformation	REGENERATION, PLANNING & DEVELOPMENT	Regeneration Strategy	Dan Hawthorn	Project Adviser – Development Vehicle	12/09/15	31/12/2016	15	£ 870.00	£ 174,000
Transformation	REGENERATION, PLANNING & DEVELOPMENT	Regeneration Strategy	Dan Hawthorn	Project manager	30/03/16	28/09/16	6	£ 575.00	£ 115,000
Transformation	REGENERATION, PLANNING & DEVELOPMENT	Regeneration Strategy	Dan Hawthorn	Housing Transformation Programme Manager	21/03/16	21/09/16	6	£ 600.00	£ 120,000
Transformation	REGENERATION, PLANNING & DEVELOPMENT	Regeneration Strategy	Dan Hawthorn	Housing Transformation Project manager (0.7)	10/03/16	05/06/2016	2	£ 510.00	£ 71,400

All Consultant Posts April - June (Qtr 1) 2016

Supernumerary	REGENERATION, PLANNING & DEVELOPMENT	Tottenham Programme	Helen Fisher	CPO Project Manager	31/05/16	30/04/17	10	£ 452.00	£ 90,400
Supernumerary	REGENERATION, PLANNING & DEVELOPMENT	Tottenham Programme	Helen Fisher	Procurement Officer	25/04/16	31/10/16	6	£ 556.00	£ 111,200

Report for: Staffing & Remuneration Committee, 4 October 2016

Item number: 10

Title: Forward Plan Reports December 2016 – March 2017

Report authorised by : Richard Grice,

Lead Officer: Carole Engwell, HR Quality Assurance Manager,

Ward(s) affected: None

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

1. Describe the issue under consideration

To inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the remainder of the municipal year.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That the Forward Plan be noted

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

Not applicable

7. Contribution to strategic outcomes

Each report detailed on the Forward Plan is linked to a strategic outcome.

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

Not applicable, the report is for information only.

9. Use of Appendices

The Forward Plan is attached at Appendix 1.

10. Local Government (Access to Information) Act 1985

Not applicable.

Appendix 1

Forward Plan December 2016 – March 2017

Event / Meeting Date	Short Description	Lead Officer	Report or Update	Report author
06 December 2016	Update on My Conversation	Richard Grice	Report	Daksha Desai
06 December 2016	Report re: business mileage allowances	Richard Grice	Report	Ian Morgan
06 December 2016	Senior Managers Pay	Richard Grice	Report	Ian Morgan
06 December 2016	Trade Union Relationship and Draft Facility Time Agreement	Richard Grice	Report	Victoria Tricarico
06 December 2016	Apprentices: Lessons Learnt & Next Steps; need for 63 posts and levy / funding	Richard Grice	Report	Maxine Sobers
06 December 2016	No Smoking Policy	Tamara Djuretic	Report	Tamara Djuretic
06 December 2016	Update to Probation Policy	Richard Grice	Report	Julie Amory
06 December 2016	Update to Capability Policy	Richard Grice	Report	Julie Amory
06 December 2016	People Management Report (Qtr 2)	Richard Grice	Report	Carole Engwell
07 February 2017	Review of Children's Services Recruitment & Retention Offer	Jon Abbey	Report	Jon Abbey
07 February 2017	Update to Grievance Policy	Richard Grice	Report	Julie Amory
07 February 2017	Collective Disputes Procedure	Richard Grice	Report	Victoria Tricarico
28 March 2017	People Management Report (Qtr 3)	Richard Grice	Report	Carole Engwell

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