

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 6th December, 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**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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 below. New items of exempt Urgent Business will be dealt with at agenda item 12 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 - 6)**

To confirm and sign the minutes of the meeting held on 4 October 2016.

#### **7. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS**

Report of the Assistant Director of Corporate Governance and Monitoring Officer to inform the Committee of non-executive delegated decisions and significant actions taken by Directors.

#### **8. MY CONVERSATION MAP AND UPDATE (PAGES 7 - 20)**

Report of the Assistant Director for Transformation and Resources, to provide a summary of the initial findings from the first data collection exercise following the launch of the My Conversation Map earlier in the year.

#### **9. APPRENTICESHIPS UPDATE (PAGES 21 - 34)**

Report of the Assistant Director for Transformation and Resources, to provide the Committee with an update on the progress of the apprenticeship programme and the implications of the apprenticeship levy and targets for the Council.

**10. PEOPLE MANAGEMENT REPORT Q2 - JULY TO SEPTEMBER 2016  
(PAGES 35 - 42)**

Report of the Assistant Director for 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 July to September 2016.

**11. FORWARD PLAN REPORTS JANUARY 2017 TO MARCH 2017 (PAGES  
43 - 44)**

Report of the Assistant Director for 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.

**12. 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  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 28 November 2016

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## **MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 4TH OCTOBER, 2016**

### **PRESENT:**

**Councillors: Raj Sahota (Chair), Viv Ross, Barbara Blake and Charles Wright**

#### **38. 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.

#### **39. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were received from Cllr McShane, for whom Cllr Blake was substituting, from Cllr Vanier, for whom Cllr Wright was substituting, and from Cllr Arthur.

#### **40. URGENT BUSINESS**

There were no items of urgent business.

#### **41. DECLARATIONS OF INTEREST**

Cllr Sahota declared a personal interest as a member of the GMB union.

#### **42. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

There were no such items.

#### **43. MINUTES**

##### **RESOLVED**

That the minutes of the meeting held on 26<sup>th</sup> July 2016 be approved as a correct record and signed by the Chair.

#### **44. CHILDREN'S SERVICES, RECRUITMENT & RETENTION OFFER UPDATE PAPER**

The Committee considered the update report on the Children's Services recruitment and retention offer, as introduced by Sarah Barter, Business and Resources Manager, and Neelam Bhardwaja, Assistant Director for Safeguarding and Social Care.

In response to a question from the Committee regarding the definition of 'experienced' social workers as covered in paragraph 5.5 of the report, the Assistant Director for Safeguarding and Social Care advised that this definition of 'experienced' (having practiced for at least three years after gaining a social work qualification) was set out by the Health and Care Professions Council (HCPC), with whom all qualified social workers were required to be registered. It was proposed to clarify the definition of experienced social workers in the criteria for the recruitment and retention offer in order to avoid confusion and potential overpayments in future. In response to a further question from the Committee, it was confirmed that staff would not be eligible for payments as set out in paragraph 5.5 of the report in the event that they were subject to suspension or statutory sickness procedures during the qualifying period.

The Committee considered the comparison of costs for social care agency staff with equivalent costs for permanent staff and noted that, while there was little difference for social workers, the difference in costs between agency and permanent staff was more significant for senior practitioners and team managers. Given the impact of the memorandum of co-operation in respect of the pay rate cap for agency staff, the Committee questioned the impact this would have on agencies supplying social care staff. The Assistant Director for Safeguarding and Social care, noted that the pay rate cap currently only covered the London area, and not all London boroughs had signed up to it, however it was acknowledged that agreements such as this may have an impact on social care agencies in the longer term.

The Committee asked about the policies in place to manage sickness within the Council, particularly in potentially stressful areas within children's social work. It was reported that the HR Business Partner was using sickness absence reports to identify areas of specific need and develop appropriate case plans, and that this was beginning to bring absence levels down in these areas. The Head of People and Change, Victoria Tricarico, also advised that HR was working proactively to support managers and staff in dealing with sickness issues, including stress-related sickness. An employee assistance programme had recently been introduced and take-up of this would be monitored on a quarterly basis – an interim report suggested that around 20 staff had been referred for counselling through the programme since its introduction.

In response to a question from the Committee regarding why it was not possible to quantify the number of claims for reimbursement of HCPC registration/renewal fees as set out at paragraph 9.2 of the report, it was reported that this was because the Council reimbursed such fees when staff were recruited, and not on an ongoing basis.\* The Committee asked whether staggered payments had been considered as an alternative to incentivising staff retention, and it was reported that this model had been considered but that in looking at neighbouring boroughs and their offers for social work staff it had been felt that starting at a lower level of payment may not have been sufficient to attract staff initially.

The Committee emphasised the need to keep this offer under review in order to ensure that changes in the market were being reflected in the Council's policy; it was agreed that a further report would be brought back to the Committee in six months' time. The Committee also noted the importance of ensuring that the offer did not constitute a breach of equal pay legislation, leaving the Council vulnerable to legal

challenge; Ian Morgan, Reward Strategy Manager, advised in response that the offer was classified as recruitment and retention and was therefore permitted under equal pay legislation, provided that there was supporting evidence, and it was confirmed that there was significant evidence to support the need for such an offer in these areas. This would be kept under review, however, to ensure that the offer remained appropriate and necessary.

The Committee welcomed the proposal to amend the eligibility criteria for the recruitment and retention offer to include the “*satisfactory* completion of probation” and “*satisfactory* completion of the programme of work at the end of the first 12 months”.

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

### **RESOLVED**

- i) That the Committee note the implementation of the recruitment and retention monetary award as agreed by the Committee on 14<sup>th</sup> December 2015.
- ii) That the Committee agree the recruitment and retention monetary award as detailed in paragraph 5.5 of the report, to replace the recruitment and retention monetary award as agreed by the Committee on 14<sup>th</sup> December 2015, the recruitment monetary award to apply to staff appointed on or after 1<sup>st</sup> January 2016 and the retention monetary award to apply from 1<sup>st</sup> January 2017.
- iii) That the Committee note 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 14<sup>th</sup> December 2015.

It was noted that a further review would be presented for consideration by the Committee in six months' time.

*\* Post-meeting note: Subsequent to the meeting on the 4th October following a question raised by the committee regarding the payment of HCPC registration fees (9.2 in the report) it was clarified that:*

*Any staff appointed on or after 1<sup>st</sup> January 2016 and all our current permanent members of staff who require HCPC registration by law and are in a post requiring registration, are eligible to request re-imbursment of the HCPC registration/renewal fee by submitting a claim for expenses. This is a bi annual registration and reimbursement of this will be reviewed alongside the other recruitment and retention incentives.*

*The renewal/registration fee is recorded on the HCPC website:*

*'The renewal **fee** is £180 for two years. If you are a new UK graduate from a **HCPC** approved course, the **fee** you will pay for the first two 'professional years' is reduced by 50 per cent to £90. The amount you are required to pay is indicated when we invite you to renew your **registration**'*

*It is estimated that the cost to the service will be approximately £36,000 over 2 years.*

#### **45. REVIEW OF HARINGEY HR POLICIES**

The Committee considered the report on the review of the Induction Policy, Recruitment and Selection Policy and Disclosure and Barring Service (DBS) Policy, as presented by Julie Amory, HR Policy Development Manager. It was noted that these three policies came under the Getting and Retaining the Right People theme, and that the two remaining policies under this theme would be brought to a future meeting of the Committee for consideration.

In response to a question from the Committee regarding the new checklist within the Induction Policy, it was confirmed that this was currently paper-based, but that an electronic version was also being developed. The checklist would then be available in both electronic and paper form, in order to cover those staff without access to the Council's online systems.

The Committee asked whether roles other than those involved in safeguarding required a DBS check, for example to identify applicants with previous convictions for fraud in relation to financial appointments. In response, it was confirmed that the Council was only permitted to run DBS checks for posts working with vulnerable groups, however applicants for all posts within the Council were asked to disclose details of any previous convictions, with an individual's contract of employment being invalidated where such convictions were found not to have been declared. It was noted in relation to the definition of 'spent' convictions as set out in section 4 of the DBS Policy that details of those convictions which could be considered 'spent' and need not be disclosed were set out in the Rehabilitation of Offenders Act 1974.

The Committee asked about the wording of the criteria for sensitive posts, as set out in paragraph 11.4 of the Recruitment and Selection Policy, and asked why this did not cover social media. It was noted that the Council had a separate social media policy, but that consideration could be given to making reference to that policy in this context. It was confirmed that the wording in the policy was taken directly from the legislation.

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

#### **RESOLVED**

- i) That the Committee approve the Induction Policy, the Recruitment and Selection Policy and the Disclosure and Barring Service Policy attached at Appendices A, B and C of the report.



- ii) That the Committee authorise the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to decide the implementation date for each of the policies.
- iii) That the Committee authorise 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.

#### **46. PERFORMANCE MANAGEMENT REPORT Q1 (APRIL TO JUNE 2016)**

The Committee considered the People Management Report for the period April to June 2016, as presented by Carole Engwell, HR Quality Assurance Manager. The Committee noted that the figure for spend on consultants in March 2016 as set out in appendix 1 should read £1,173,585 and not as set out in the report.

The Committee looked at the data for sickness absence, and asked whether work was undertaken to identify areas of the Council affected by disproportionately high rates of absence. The HR Quality Assurance Manager advised that Management Grip indicators gave a greater breakdown of sickness absence by service areas and were monitored by managers and HR Business Partners in order to identify areas which may benefit from specific pieces of work to address high levels of sickness absence.

The Committee asked whether there was a Council-wide policy in place on the use of consultants, and felt that there was a need to address the perception that consultants were engaged for unnecessarily long periods of time. The Head of People and Change advised that as part of the work to reduce the number of consultants engaged by the Council, a business case was required for the proposed engagement of any consultant and that each consultant contract was reviewed every three months to ensure that the post was still required. The Committee asked about the process for these business cases being approved, and it was reported that these were first signed off by the relevant Assistant Director, and then went to the Priority Finance Sub Group, which gave careful consideration to the business necessity of the request. Finally, all approvals were signed off by a group chaired by a Chief Officer.

The Committee noted the reduction in the number of contracts and the level of spending for consultants, and requested that for future reports the Committee be provided with further details of any consultant contract where the estimated total value of the contract would exceed £100k. It was agreed that additional information would be provided to the Committee for such contracts. The Committee also asked for the All Consultant Posts table to show the estimated cost for the duration of the contract rather than full year costs, as this was potentially unhelpful for contracts of less than a year's duration.

The Committee noted the workforce equality profile, and asked how this compared with the profile of the borough, it was agreed that this information could be provided. The Committee also asked about the process for dealing with a series of short sickness absences which individually did not trigger the six day target; the Head of People and Change advised that a return to work interview would be held after each

absence, and once the total amount absence exceeded six days within a rolling 12-month period, the formal sickness procedures would be instigated. It was confirmed that the focus was on cases where the six-day threshold was exceeded, however cases which did not necessarily trigger formal proceedings but where an unusual pattern of absence was identified would be looked at on a case by case basis. The Committee agreed that long-term sickness absence was the key area to address. For future reports, the Committee asked for comparative information on levels of sickness absence in previous years, and also the overall headcount for previous years.

**RESOLVED**

That the Committee note the content of the report.

**47. FORWARD PLAN REPORTS DECEMBER 2016 - MARCH 2017**

The Committee considered the report on the forward plan of agenda items for the remainder of the municipal year, as presented by Carole Engwell, HR Quality Assurance Manager. The Committee sought some clarification on the nature of the No Smoking Policy report, and it was reported that this would cover the Public Health aspects, practical guidance and details of the cessation support available to staff.

**RESOLVED**

That the Committee note the content of the report.

**48. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

The meeting closed at 8.25pm.

CHAIR: Councillor Raj Sahota

Signed by Chair .....

Date .....

**Report for:** Staffing & Remuneration Committee

**Title:** My Conversation Map Update

**Report**

**authorised by:** Richard Grice Assistant Director for Transformation and Resources

**Lead Officer:** Daksha Desai, Head of Workforce Programme

**Ward(s) affected:** none

**Report for Key/**

**Non Key Decision:**

**1. Describe the issue under consideration**

The Staffing and Remuneration Committee received an outline of the 'My Conversation Map' proposal in September 2015. This is the process that captures the position of employees in terms of their achievement of objectives and their behaviours. The Map was formally launched this year and the first data collection exercise has now been completed. This report provides a summary of the initial findings from that exercise.

A presentation will be used (see appendix 1) to illustrate the findings from the data analysis at the committee meeting.

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

To note the contents of this report.

**4. Reason for decision**

Not applicable

**5. Alternative options considered**

Not applicable

**6. Background**

6.1. Most organisations have some type of performance appraisal system which helps the organisation to manage the performance and development of its staff. With the right preparation, an appraisal can have a positive impact on an employees levels of engagement and productivity.

6.2. In April 2015 the Council introduced 'My Conversation', a new approach to performance appraisals which moves away from a traditional twice yearly review of performance to a series of continuous conversations, where a review of

performance and behaviours are discussed as often as required. This is an innovative approach for which we are in the vanguard and is a model that is increasingly of interest to experts and other local authorities in the field.

- 6.3. This year in April 2016, we introduced the 'My Conversation Map' (see figure 1 below) which will be used by managers to plot individual performance based on achievement of objectives and values and behaviours exhibited. The data collected from the My Conversation Map will inform our workforce planning agenda at both local and corporate level and will help target our approach to succession planning, talent management and learning and development. The map data will also be used to inform Senior Managers contribution based pay.

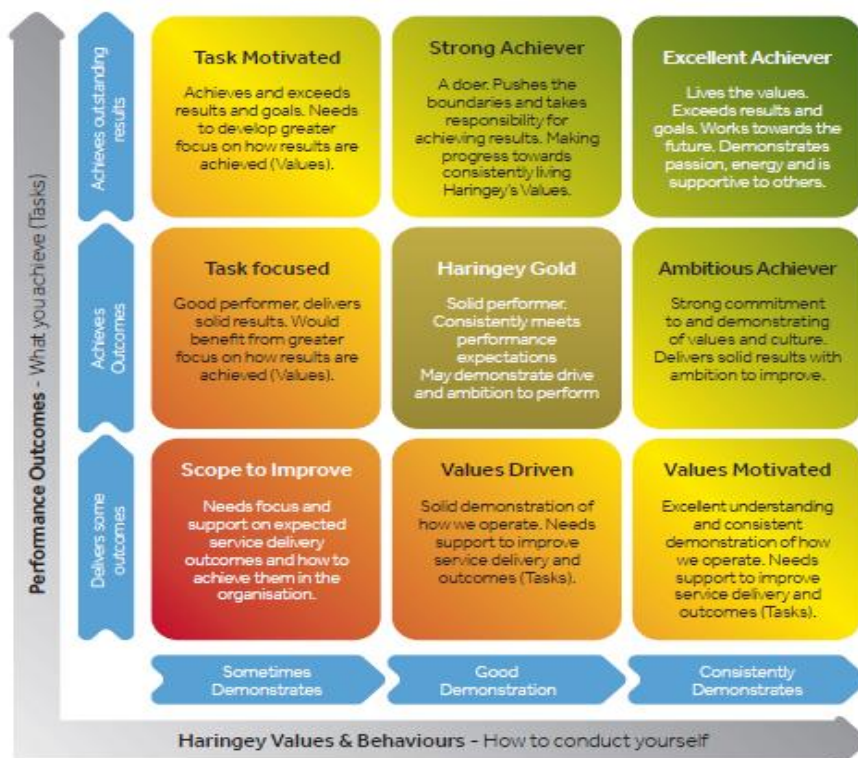


Figure 1: illustration of My Conversation Map

- 6.4. To support the new system a number of training tools were provided; including a detailed guide, produced with input from occupational psychologists, an animated video, an online managers community and specific training sessions for managers and staff. 800 people attended either a staff or manager training session between April to July 2016.
- 6.5. The data from the My Conversation Map meetings between the manager and employee was collected during the summer months and early analysis has been presented to a number of Senior Managers and Trade Union forums. The data presented in this report excludes the senior manager population data as this is being collected and reviewed separately.

**7. Contribution to strategic outcomes**

7.1. My Conversation Map is an essential management tool to help us identify and manage all levels of performance from excellence to scope for improvement. This new system is part of the Council's Workforce Plan which supports delivery of the Corporate Plan.

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

8.1. There are no direct financial implications arising from this report.

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Appendix 1

# My Conversation Map

Staffing and Remuneration Committee  
6 December 2016

# Context

2014

**4 level rating scale introduced with appraisals**

- 27% response rate
- 10% receive “exceed expectation” rating
- 0% receive “consistently below expectation” rating

2015

**Apr - “My Conversation” new employee appraisal system introduced**

**Sep - launch of new values and brand**

**Dec - My Conversation Map pilot**



2016

**My Conversation Map launched across Council**

- 800 staff attend workshops
- 79% response rate
- 4% receive “excellent achievers” position
- 6% receive “scope to improve” position



# My Conversation Map



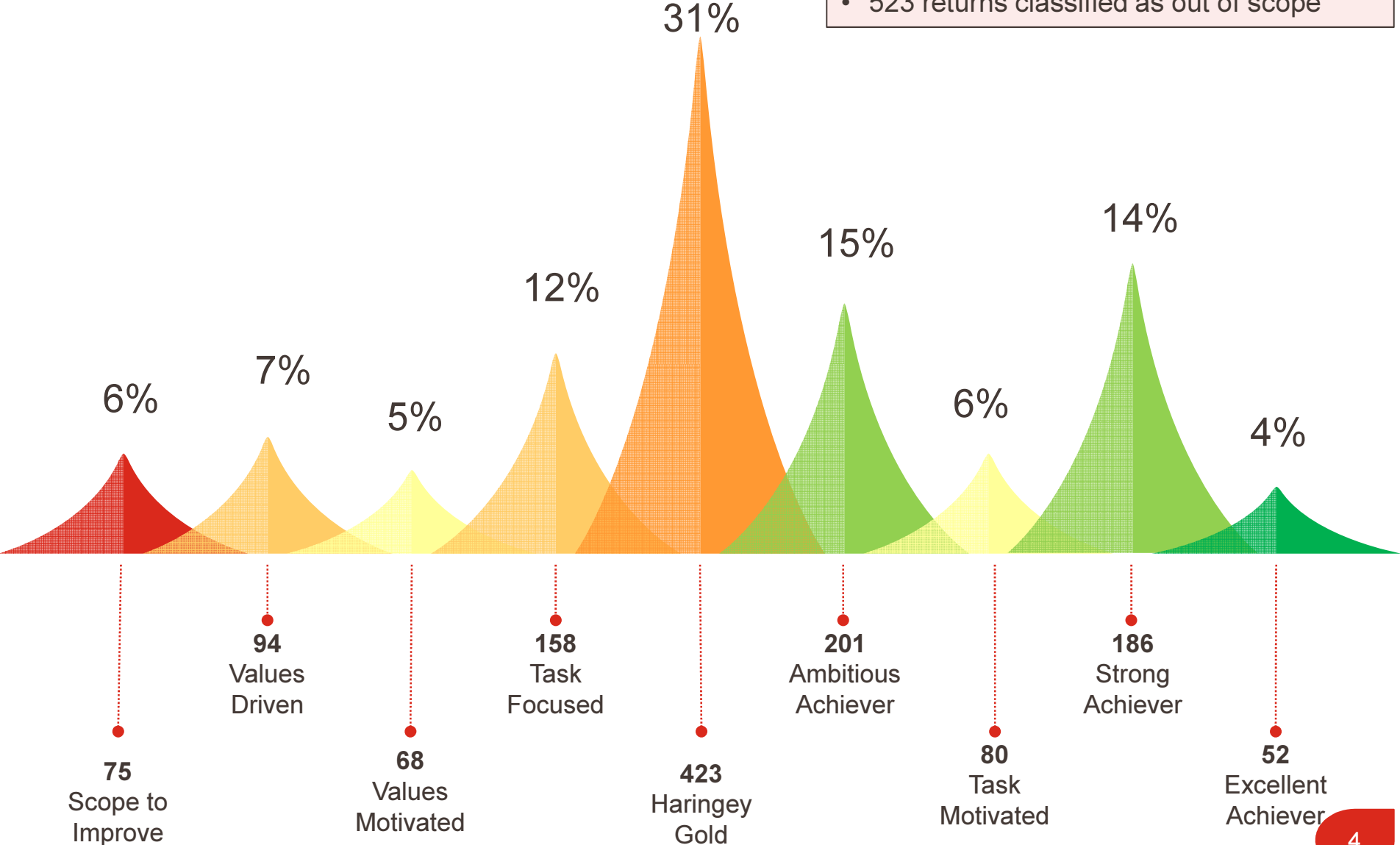
Managers were asked to place their staff on map by end of June 2016.

Data collected during summer months.

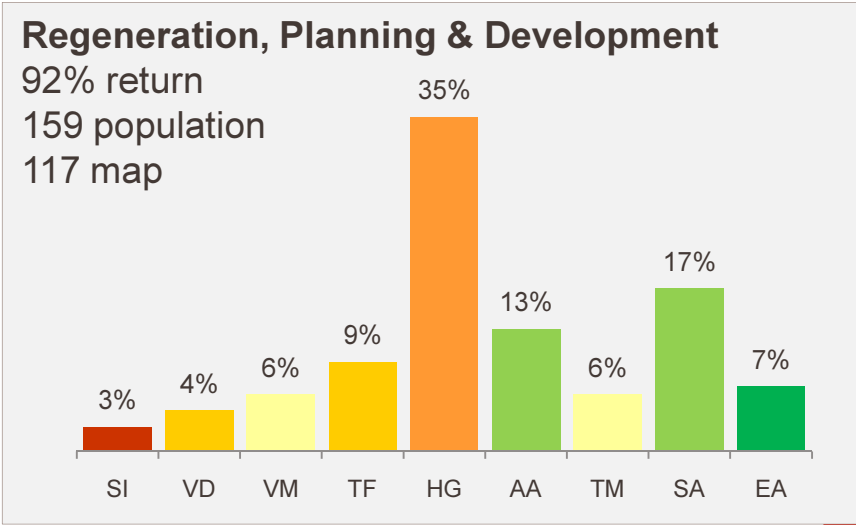
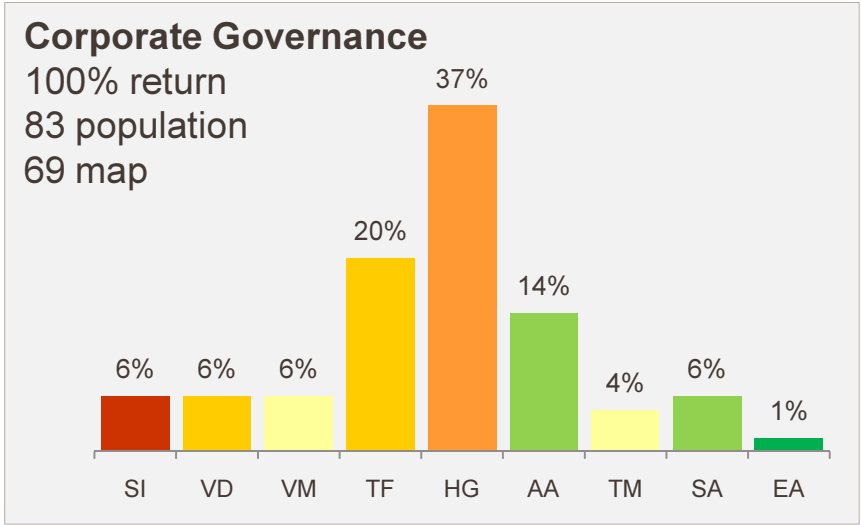
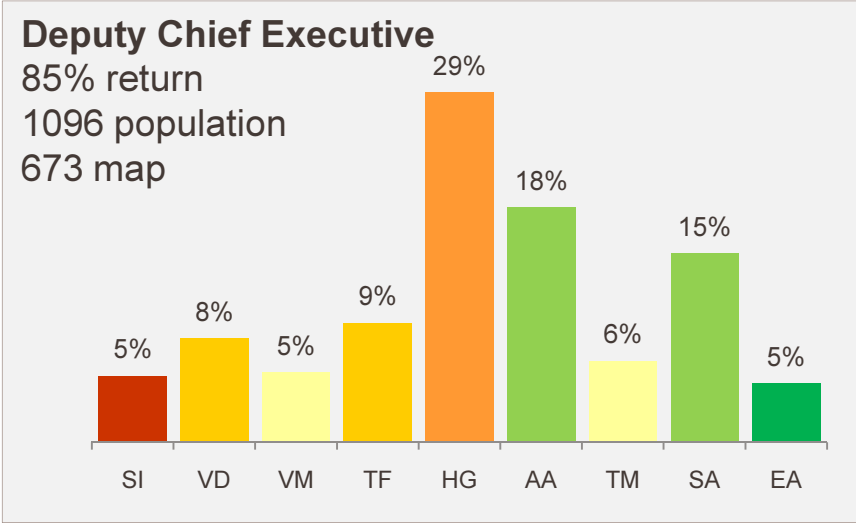
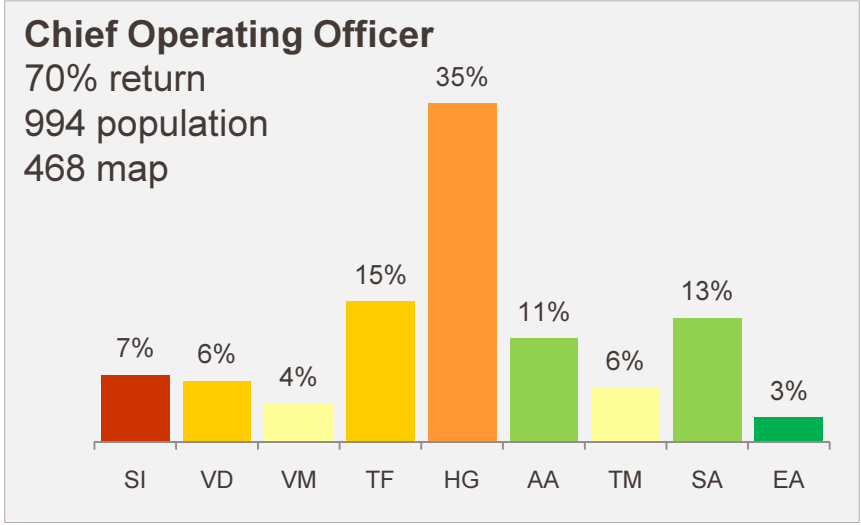
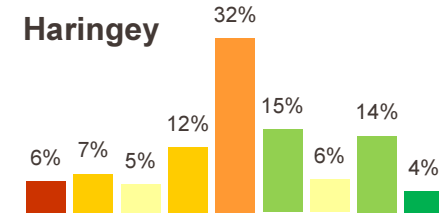
# Overall results

**Data**

- 79% response rate (return)
- 2347 population (excl snr manager)
- 1860 returns received
- 523 returns classified as out of scope



# Results by area



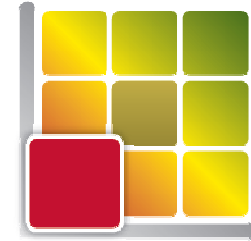
# Scope to Improve

- 6% of organisation
- 75 people
- Adults & COO mostly
- Significantly junior grades

## Context

- No moderation
- Organisation is more confident identifying poor performance compared to 2014
- Supported by policy

Needs focus and support on expected service delivery outcomes and how to achieve them in the organisation.



Demographic	SI	Staff	Total
Scale 1-5	46%	32	28%
PO4-PO8	13%	10	25%
BAME	64%	48	50%
White	14%	11	27%
Disability	17%	13	9%

### Table calculations:

- **SI** = % of 75 staff that are scope to improve
- **Staff** = number of staff positioned as "scope to improve"
- **Total** = based on total 2347 staff population

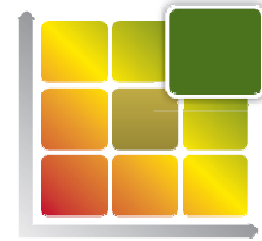
# Excellent Achiever

- 4% of organisation
- 52 people (42 female)
- 31 from DCE (Adults and Children's mostly)

## Context

- No moderation
- Less opportunity for junior staff to demonstrate
- Potentially inform our talent group
  - 11 in grade bands PO7-8
  - 15 in grade bands PO4-6

Lives the values. Exceeds results and goals. Works towards the future. Demonstrates passion, energy and is supportive to others.



Demographic	EA	Staff	Total
Scale 1-5	11%	6	28%
PO4-6	29%	15	17%
BAME	38%	20	50%
White	38%	20	27%
Female	81%	42	64%

### Table calculations:

- **EA** = % of 52 staff that are “excellent achiever”
- **Staff** = number of staff positioned as “excellent achiever”
- **Total** = based on total 2347 staff population

# Ambitious & Strong Achievers

- 29% of organisation
  - 387 people
  - 30% (117) are PO1-3 grade
  - 27% from PO4-6 grade
  - 67% are aged 35-55
- 
- Moderation may adjust these results

A doer. Pushes the boundaries and takes responsibility for achieving results. Making progress towards consistently living Haringey's values.

Strong commitment to and demonstrating of values and culture. Delivers solid results. Has ambition to improve.

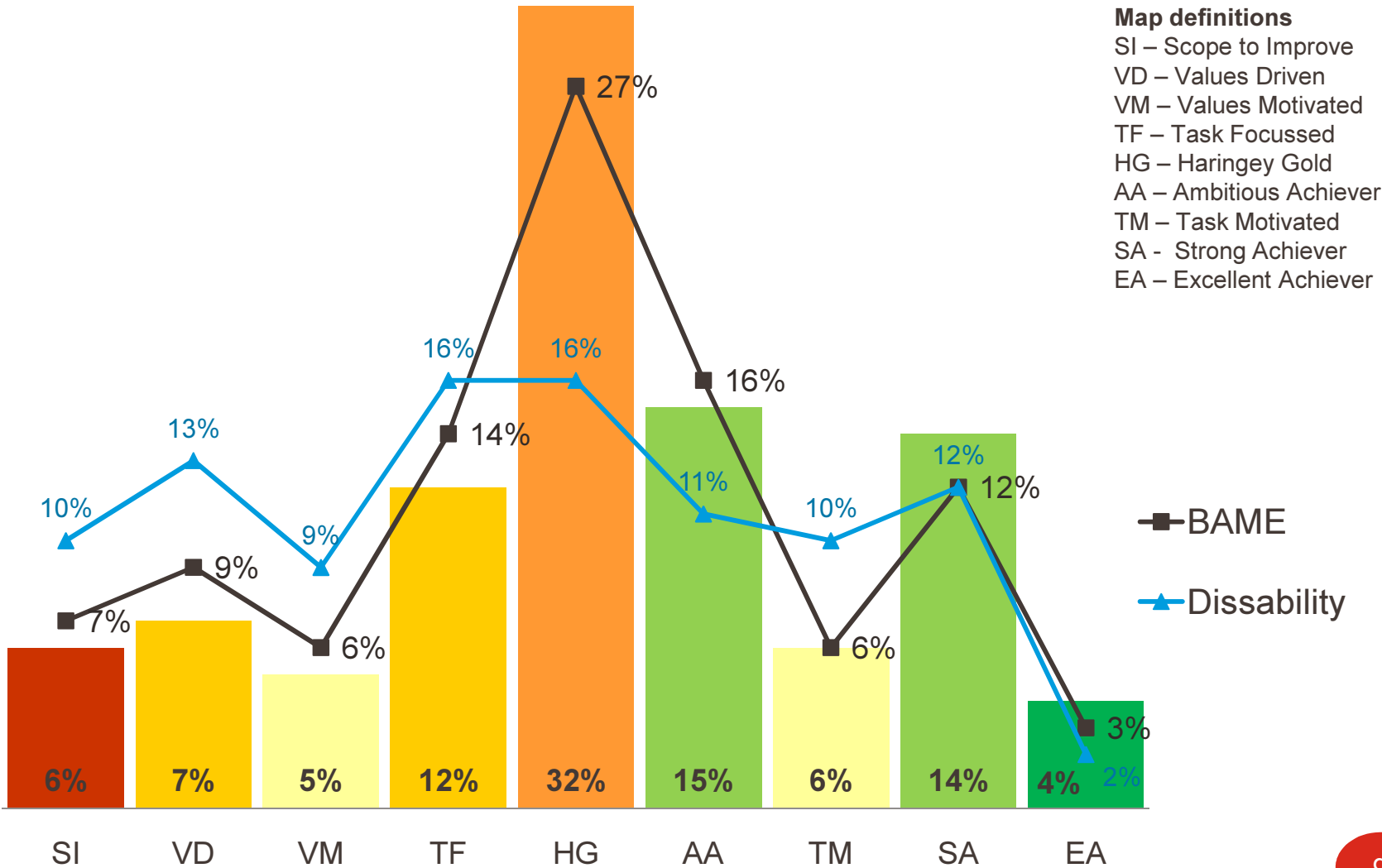


Demographic	AA+SA	Staff	Council
DCE	58%	224	47%
BAME	52%	203	50.5%
White	27%	104	27%
Female	72%	280	64%

**Table calculations:**

- AA+SA** = % of 387 staff that are Ambitious or Strong Achievers (AA / SA)
- Staff** = number of staff positioned as AA/SA
- Total** = based on total 2347 staff population

# Breakdown by BAME and disability compared to overall Haringey



# Planned next steps

## 1. Share presentation with key groups:

Senior Leadership Team, Corporate Management Group, Trade Unions, HR, Equalities & Inclusion Steering Group, Staffing and Remuneration Committee

## 2. Review findings and plan for next phase:

- Review and refine existing practices
- Offer training and support to staff and managers
- Support local workforce planning
- Plan for next collection March 2017 (with moderation)
- Align with other corporate initiatives (eg. council scorecard, equalities plan)



**Report for:** Staffing & Remuneration Committee

**Title:** Apprenticeship Update

**Report**

**authorised by:** Richard Grice Assistant Director for Transformation and Resources

**Lead Officer:** Maxine Sobers, Workforce Resourcing Manager

**Ward(s) affected:** none

**Report for Key/**

**Non Key Decision:**

**1. Describe the issue under consideration**

The Committee approved the introduction of the current apprenticeship programme in January 2015. Since then, the Government has put forward a number of proposals as part of its Finance Act 2016 and its Enterprise Act 2016 (namely apprenticeship levy and public sector targets) which are planned to take effect from April 2017. This report provides the Committee with an update on the progress of our apprenticeship programme and the implications of the apprenticeship levy and targets for the Council.

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

The Committee is recommended to note:

- a. The progress of the apprenticeship programme; and
- b. The requirements of the apprenticeship levy, planned public sector targets and the financial implications thereof

**4. Reason for decision**

Not applicable

**5. Alternative options considered**

Not applicable

**6. Background**

6.1. On 26<sup>th</sup> January 2015, the Committee approved proposals to introduce a Council apprenticeship scheme. Alongside an internship and graduate scheme they collectively form our offer of entry level schemes providing paid employment routes into the Council.

6.2. It was agreed that:

- a. The Council delivers, from April 2015, an apprenticeship programme aimed at 16–24 year old Haringey residents or those aged at least 16 attending a school in the London Borough of Haringey.
- b. The Council delivers, from April 2016, a programme for Traineeships, that is focused on giving young people the skills and experience that employers are looking for, and which is aimed at those who are leaving care and making the transition to adulthood and/ or who are Not in Education, Employment or Training (NEET). The programme was to be targeted towards 16 to 24 year olds, being Haringey residents or those attending a Haringey school.
- c. Apprentices to be paid the National Minimum Wage (NMW) of £6.50 per hour in the first 6 months and the London Living Wage (LLW) of £9.15 per hour thereafter.
- d. Existing Council staff, where appropriate, to be offered the opportunity to follow Apprenticeship Qualification Frameworks, as part of their skills development.

6.3. The agreed objectives of the programme were to:

- a. Contribute to the re-balancing of the workforce profile
- b. Develop job ready employees with the right skills
- c. Increase job opportunities for Haringey residents and contribute to Priorities 1 and 4 of the Corporate Plan
- d. Employ a minimum of 20 apprentices
- e. Provide a coordinated and consistent programme within the organisation
- f. Develop career pathways and skills for the future in the Council
- g. 90% successful completion of an apprenticeship framework
- h. 80% retention, with apprentices gaining permanent employment within the Council and or with our partners and contractors

6.4 Since April 2016, the payment of apprentices by the Council has changed with the introduction of a slightly higher National Living Wage (NLW) rate of £7.20, which the Council pays apprentices in their first 6 months, and the LLW thereafter, subject to the successful completion of their probationary period. The adoption of the NLW was approved by the Committee on 31<sup>st</sup> March 2016. The annual salary of an apprentice in Haringey is currently £12,983.

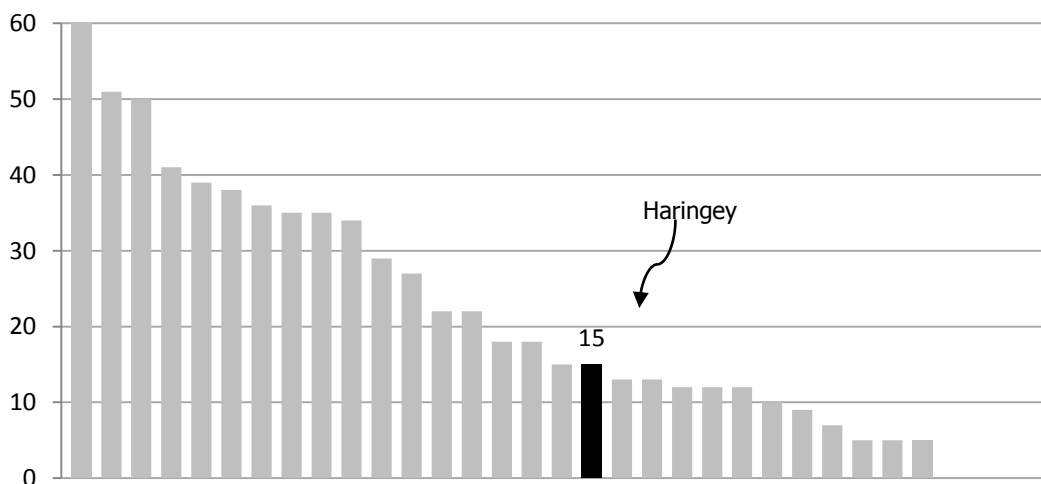
## 7. **Haringey 100**

7.1. The Council launched a drive for 100 apprentice places in 100 working days as part of a dedicated plan to get people into work. The Haringey 100 campaign encourages businesses and organisations to pledge placements for the borough's young people that will help them learn new skills and get onto the job ladder. This project is led by the Economic Regeneration team.

7.2. As the largest employer in the borough, the Council agreed to take on 20 apprentices to kick-start the project. Employers such as the Tottenham Hotspur Foundation, North Middlesex Hospital, Homes for Haringey and VolkerFitzpatrick agreed to take on apprentices as part of the project taking the total number of pledges made during the 100 (working) days to 127.

- 7.3. Delivery of the project has highlighted some significant and, arguably, structural obstacles to increasing and improving the take up of apprenticeships. The main ones that have been identified as part of the project are that:
- a. Apprenticeships are still not regarded, by many young people, schools and parents, as an attractive option.
  - b. Difficulties in sourcing suitable candidates. Many young people have not achieved the minimum academic requirement, nor have the requisite employability skills to handle workplace demands.
  - c. Apprenticeship roles are not always identified at the time of redesigning teams and services within the Council. Often where managers are interested in recruiting a new apprentice the current budget restrictions have prohibited progress.
  - d. Experience to date indicates a significant level of pastoral support is required, in particular for younger apprentices. This is not always a consideration when managers are making the case to recruit an apprentice. Subsequently, inadequate levels of support means the programme is vulnerable to apprentices not finishing the programme successfully.
- 7.4. Since June 2015, the Council has employed 20 apprentices and an additional 29 apprentices have started with partner employers. Work is ongoing to fill the remaining vacancies that have been pledged by partner employers. Whilst we have made an improvement in the recruitment of apprentices we are still somewhat behind in comparison to some other boroughs (see illustration below).

Figure 1: Level of apprenticeship starts across London Boroughs (2015-16). At the time of data collection the Council had appointed 15 apprentices and has since recruited a total of 20.



## 8. Providers

- 8.1. Three providers were selected to deliver the qualification training:
  - a. College of North East London (CoNEL) for generic frameworks such as Business Administration and Customer Services
  - b. Capel Manor for Horticulture
  - c. Agilisys ARCH for an IT Infrastructure framework
- 8.2. Selection was based on expertise of the academic institution, level of support available as well as cost. CoNEL waived all employer contribution costs, saving us approximately £18,000. All three suppliers managed the initial recruitment stage for us and ensured that all applicants met the minimum requirements to undertake an apprenticeship.

## 9. Recruitment and generating apprentice roles

- 9.1. Apprenticeship vacancies were advertised on web-sites of the following organisations: the Council, National Apprenticeship, CoNEL, Capel, ARCH and Youth Space
- 9.2. Apprentices are typically recruited by the Council in small cohorts and contracts vary from 12 months for a business apprenticeship programme to 18 months for a horticultural programme. Similarly the standard of qualifications undertaken varies from Level 2 which is GCSE standard to Level 3 which is equivalent to 'A' Level standard.
- 9.3. Creating the apprenticeship roles within the Council has proven to be quite a challenge in the current economic climate of reduced budgets and shrinking workforce. It has also meant there have been fewer resources available to nurture and support apprentices which is an essential component to ensure that they complete the programme.
- 9.4. Appendix 1 provides a table of the apprenticeship roles created and progress against them.

## 10. Programme Completion

- 10.1. Appendix 2 illustrates further information about the make-up of the 20 apprentices appointed.
- 10.2. Due to the apprenticeship lifecycle the number in post at any one time can fluctuate. Nationally 3 in 10 fail to complete their apprenticeships and in Haringey to date we have had three people not complete the programme. All three were part of our first cohort and stated personal reasons for leaving the programme early. Of the seven that have now left the programme four successfully completed the programme. Two of the group went onto secure permanent employment within the Council as Data Administrators (one is also studying for a degree). By staying within the Council, these officers now also provide a 'buddy/mentor' support to new apprentices. The feedback from these

officers about the programme is extremely positive and below are quotes they provided about their time on the programme: (Appendix 1 provides a breakdown)

**Apprentice 1:** “I have had a wonderful, wonderful year ...it’s been the best experience. It’s helped me find my career. Being trusted to do things myself has helped me to grow and mature as a person.”

**Apprentice 2:** “I have learnt so much from my colleagues and managers and been given unique opportunities. I’ve been able to engage with the community in a different way.”

10.3. The offer to undertake the same qualification was available to our own staff and the promotion was targeted to specific teams such as Customer Services during a limited time period. There was no take-up of this offer. We believe this would have been for a variety of reasons, which could include the level of qualification offered not being high enough (i.e. they already have this standard of education) and/or they did not believe that obtaining that qualification would directly improve their career prospects.

**11. Issues arising during the programme**

11.1. By employing apprentices on a cohort basis, we were able to identify issues and resolve them without necessarily impacting all 20 recruits and /or their managers. Listed below are the key issues faced during this programme and how those matters were addressed.

Issue	Resolution / Outcome
<b>A. Economic conditions reduces appetite to recruit apprentices</b>	
<p>Nearly all services within the Council are facing pressures to reduce cost. This includes reducing headcount, change of operating model and as a result significantly less emphasis on creating roles traditionally suited to apprenticeships.</p>	<p>In-house campaign set up to promote apprenticeships which did result in nine apprenticeship roles created. However, recent restrictions on spend and sharper focus on generating savings has resulted in some services electing to ‘place on hold’ the roles they have created.</p>
<b>B. Higher levels of support including pastoral care required</b>	
<p>Apprentices require considerably more support and in particular pastoral care compared to other staff due to their age and lack of experience of work.</p> <p>Initially, managers did underestimate the level of care required to support apprentices to be successful and engaged employees.</p>	<p>Managers and supervisors are invited to attend in-depth induction briefings from the training providers.</p> <p>The Workforce Programme team provides additional support and assistance to apprentices.</p>
<b>C. Cumbersome recruitment process</b>	
<p>A host of recruitment related issues, predominantly around process were</p>	<ul style="list-style-type: none"> <li>Managers are supported throughout the recruitment process and job roles</li> </ul>

Issue	Resolution / Outcome
<p>inhibiting the programme. These included:</p> <ul style="list-style-type: none"> <li>• Process to start recruitment was cumbersome for managers.</li> <li>• The job profile did not provide enough information to enable applicants to select a specialist area.</li> <li>• The interview format was too short and did not allow the relationship between interviewer and interviewee to be developed in the time allowed.</li> <li>• Pre-employment checks delayed actual start date as applicants did not readily have the required documents such as appropriate references or proof of address.</li> <li>• There was no probationary period or meeting, apprentices automatically progressed onto the higher salary after six months in post.</li> </ul>	<p>are advertised on their behalf to reduce administrative burdens.</p> <ul style="list-style-type: none"> <li>• The advertisement &amp; job profile have been improved and now includes more information making it easier for applicants to select an area of interest.</li> <li>• The interview format was improved.</li> <li>• Apprentices were fully supported during the pre-employment checks to ensure they were able to commence employment and this included where possible making discretionary allowances or exercising patience and delaying start dates.</li> <li>• Apprentices now have to successfully pass a probation period, before moving to the higher salary. The probation meeting also provides the apprentice with a formal check point to assess progress with their manager.</li> </ul>
<b>D. Appointing apprentices from Leaving Care</b>	
<p>We have worked closely with the Leaving Care team, attending specific recruitment events and offering pre-appointment support; however this did not translate into any expressions of interest to apply for a Council apprenticeship.</p>	<p>We remain committed to supporting apprentices from all backgrounds. Based on our existing experience, we also recognise that additional support may be required from the outset and throughout the programme for those who may benefit from it.</p>
<b>E. Retention opportunities limited beyond apprenticeship period</b>	
<p>Managers express an interest in taking on an apprentice but do not have a clear onward plan prepared for the apprentice beyond the life of the apprenticeship programme.</p>	<p>We offer apprentices a similar level of support as given to staff facing redundancy in order to support them finding a job. This includes CV and interview skills workshops and access to a career portal. We also prompt managers to explore career opportunities well in advance of the end of the apprenticeship. Going forward, we need more focus on services having a clear onward plan in place for apprentices which provide a career framework for them and include this in their local workforce plan.</p>

## 12. Review of progress against objectives

	Objective	Progress
A	Contribute to the re-balancing of the workforce profile	We have employed 20 apprentices, 11 interns and 5 graduates since 2015. It is not possible to illustrate this as a percentage of the workforce as intakes and leavers crossover, nonetheless a positive contribution given the ongoing pressure to reduce the Council's overall headcount.
B	Develop job ready employees with the right skills	Apprentices receive regular review meetings both individually and as a cohort. We also offer a host of additional support to help apprentices secure a job on completion of the programme. This includes practical workshops for CV writing and interview skills practice, access to career coaches and online tools such as HAYS career portal which lists up to date nationwide vacancies. In some instances, apprentices have also received buddy/mentoring support from our graduates and /or alumni apprentices.
C	Increase job opportunities for Haringey residents and contribute to Priorities 1 and 4 of the Corporate Plan	70% of the apprentices appointed have a connection to Haringey either as a resident or due to attending a Haringey school.
D	Employ a minimum of 20 apprentices	Twenty apprentices have been employed during 2015 / 2016.
E	Provide a co-ordinated and consistent programme within the organisation	The apprenticeship programme is managed by a Workforce Resourcing Manager who also oversees the other entry schemes and redeployment support. It means we can take a holistic approach in terms of support, ensuring that all apprentices were employed on the same salary and receive the similar levels of support and development opportunities. The exception to this arrangement is the Air Apprentices employed in the smarter travel team which are funded by the Mayor of London's Air Quality Fund and paid the LLW.
F	Develop career pathways and skills for the future in the Council	The Haringey Academy includes five Faculties led by senior managers. Each faculty plans to offer and provide career pathways which will be linked to job families and professional development opportunities in skills we need in the future and could include entry level roles such as planners and project managers.
G	90% successful completion of an apprenticeship framework	Seven apprentices have now left the programme, of which four have successfully completed the qualification.  The remaining 13 apprentices appear to be on track to

	Objective	Progress
		successfully complete their programme, based on feedback from the training provider, manager and the apprentice. If this happens, it would mean that of the 20 apprentices recruited we will achieve an 85% successful completion rate. Nationally 3 in every 10 apprentices drop out of the programme early.
H	80% retention, with apprentices gaining permanent employment within Haringey and or with our partners and contractors	Two apprentices have secured permanent roles within the Council and a third apprentice has been offered a fixed term role. Until the programme is complete this data is unavailable. An 80% retention target is very challenging in the current climate as the Council continues to reduce the size of its workforce year on year. Our approach has been to fully support apprentices to secure positions both in and outside of the Council.

12.1. This review takes place at a time of considerable change to the apprenticeship landscape. As such, this report does not make specific strategic recommendations as they are likely to be superseded by changes made under the Government's Finance and Enterprise Acts 2016, which changes are planned to come into effect from April 2017. A summary of the key points which will impact on the Council is contained in the sections below along with a set of actions.

### 13. Enterprise and Finance Acts 2016

13.1. The Government is reforming its apprenticeship system to help create 3 million apprenticeships by 2020. Key changes that will impact the Council are the introduction of an apprenticeship levy and public sector targets, which changes will be made under respectively the Finance Act 2016 and the Enterprise Act 2016 Enterprise Bill.

13.2. **Apprenticeship levy:** from 6<sup>th</sup> April 2017 all employers operating in the UK with a pay bill in excess of three million pounds each year will be charged a levy at a rate of 0.5% of the employer's total pay bill, less a "levy allowance" of £15,000 per year. In this instance, the pay bill is made up of the total amount of earnings subject to Class 1 secondary National Insurance Contributions (NICs). The Council's levy will be £796k per annum of which £410k relates to school based employees and will be recouped from governing bodies' delegated budgets.

13.3. The Council will be able to access (drawdown) the levy funds to pay for apprenticeship training and assessments via a digital portal. Funding bands will be set for every individual apprenticeship framework and standard. This will limit the amount of levy funds an employer can spend on training for an individual apprentice. Employers can, if they wish, spend more than the funding limit from other resources. The levy funds cannot be used to fund an apprentice's salary or other related support costs.



- 13.4. **Apprenticeship target:** public sector organisations with 250 employees or more are expected to meet a target of the number of apprenticeship starts each financial year being the equivalent of 2.3% of their workforce at the start of that year. For the Council this is the equivalent of creating 54 apprenticeship roles each year. Apprentice starts can include existing staff and the range of training available is up to graduate level. This wider scope offers the Council the potential to skill-up existing staff into a range of roles which are either difficult to fill or require a higher level qualification and thereby help build future capability. The details of the system of targets will be set out in regulations to be made under the Enterprise Act 2016. Those regulations have yet to be published.
- 13.5. These proposals present at a particularly challenging time for all local authorities. Our experience so far suggests that budget and resource pressures on managers inhibits the appointment of apprentices and we do not anticipate this situation changing. The London Government Association (LGA) are lobbying for Councils to be exempt from the 2.3% target, primarily as it may enforce creation of positions that Councils have been steadily reducing since 2010. There is no firm update on the outcome of this challenge. The Enterprise Act says that the public bodies for whom the targets are set must have regard to them and to applicable guidance issued by the Secretary of State in relation to the targets. Accordingly, the Council could decide not to meet the targets if it had good reason for not meeting them. However in the long term the consequences for the Council of not meeting the targets is currently unknown, given the risk that the Government could then amend the law to make following the targets mandatory.
- 13.6. **Schools:** it is not clear whether the governing bodies of schools where the Council is the employer (i.e. community, community special, voluntary controlled and maintained nursery schools) should be treated as separate organisations for the purposes of meeting the 2.3% apprenticeship target. In other words, it is unclear whether the Council employees based in those schools are included in the Council's headcount for the purpose of calculating the targeted number of apprenticeship starts. The governing bodies of other schools maintained by the Council (i.e. foundation, voluntary aided and foundation special schools) employ the staff at their schools and will be treated as separate organisations for the purposes of meeting the 2.3% apprenticeship target. However the target will only apply to them if they have 250 or more employees. London Councils are lobbying for the government to make the governing bodies of schools where the local authority is the employer responsible for meeting their own targets, as well as pushing for apprenticeship targets to be based on full time equivalent posts (FTE) and not headcount. Should it be confirmed that Council employees based in schools are included in the Council's headcount, we would have an apprenticeship target of 137 starts, rather than predicted 54 starts.

#### 14. Planning for April 2017

- 14.1. Discussions with the Senior Leadership Team recommended that our approach should be inclusive and actively support our workforce planning requirements today (i.e. fill existing skills gaps and hard to recruit roles such as social workers)

as well as the roles we need in future. This is notwithstanding the concerns about the impact of the levy on the Council's already stressed budget.

14.2. HR will work closely with the Economic Regeneration team to take a holistic approach to this challenge. Key actions we plan to undertake include:

- a. Research: a series of local workforce discussions with key stakeholders to better understand and identify the Council's current and future workforce requirements.
- b. Presentation to the Corporate Management Group to raise wider understanding and commitment to the importance of recruiting apprentices and /or consider such roles when redesigning services.
- c. Collaboration: identify how we can support Ada, the National College for Digital Skills which recently opened in Tottenham Hale with the appointment of a higher level IT apprentice. To also explore other similar opportunities for working with local partners.
- d. Career Paths: Work with the faculty leads to identify skills required in the future to help develop career pathways.
- e. Identify higher apprenticeship programmes that will support the Council to meet a skills gap and that are appropriate for existing staff to undertake.
- f. Policy: to review and revise policies related to apprenticeships
- g. Develop a plan to engage the governing bodies of Council maintained schools
- h. Provide this Committee with a further update next year.

#### **15. Contribution to strategic outcomes**

The apprenticeship programme is an entry level scheme which directly supports the delivery of Priority 1: Commitment to youth employment and Priority 4: to encourage growth and bring new jobs to the borough, of the Council's Corporate Plan.

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

Haringey Council will need to make provision for approximately £796k levy payment, and to recoup the schools portion, and anything else that can be recouped.

Once Haringey Council have declared the levy to HMRC, Haringey will be able to access the funding through a new digital apprenticeship service account, this will include a 10% top up from the government. Funds will expire 24 months after they enter the digital account, so there is a time limit to make use of the available funding.

Services would need to fund salary element of all new apprentice roles created and any associated costs, as they do currently.

If corporate funding is not available, services may need to fund the levy.

### **Procurement**

Any commissioning the Council undertakes in relation to training providers or assessment organisations for the delivery of apprenticeship qualifications must conform to the requirements of the Public Contracts Regulations 2015. The Regulations, sets out, inter alia, the requirements for the selection of organisations from approved lists or frameworks, as well as, contract award and publication.

### **Assistant Director of Corporate Governance**

Section 109 of the Finance Act 2016 provides that the Council will not be able to make any deduction from the earnings of its employees or apprentices in respect of its liability to pay the apprenticeship levy. It also says the Council will not otherwise be able recover from them the cost of that liability.

The Council will need to comply with the Public Contracts Regulations 2015 when selecting training providers and assessment organisations from the approved registers.

Under section 24 of the Enterprise Act 2016, the Council will be required to publish and send to the Secretary of State information on its progress towards meeting the apprenticeships target annually.

The remainder of the legal implications are contained in the body of the report.

### **Local Government (Access to Information) Act 1985**

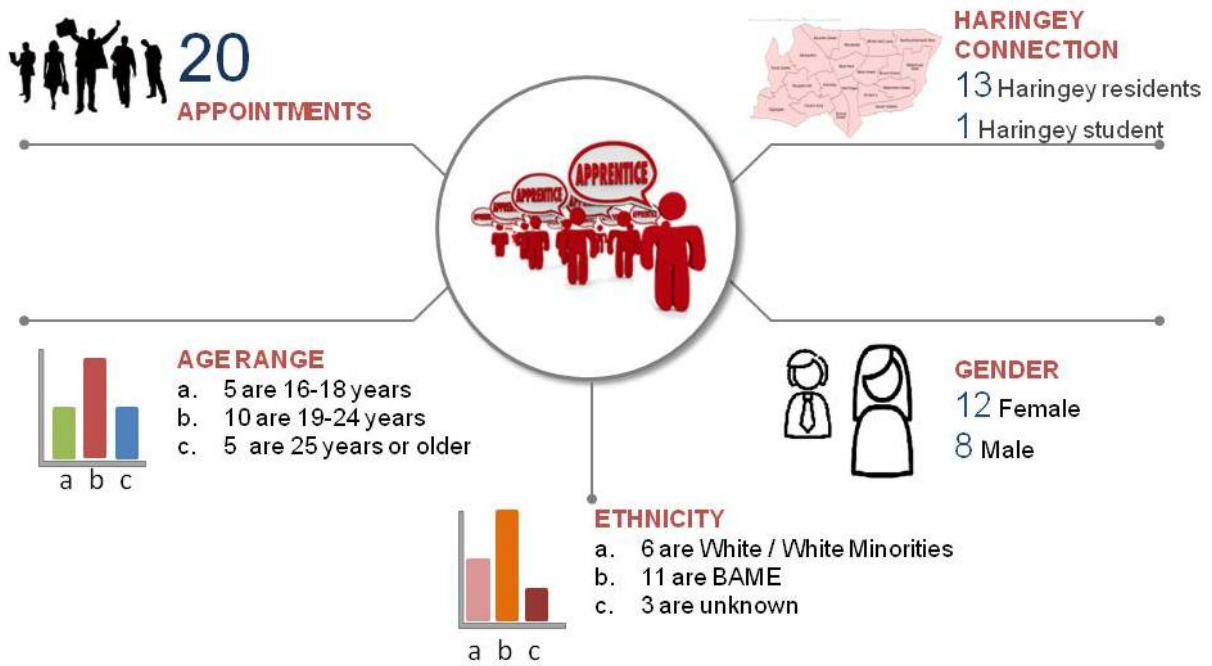
N/A

## Appendix 1: List of apprenticeship roles created and filled

Apprentice Frameworks	Business Area	Number recruited (qualification level)	Stage of programme		
			Complete (4)	In progress (13)	Left early (3)
<b>Cohort 1: July 2015 (x 8)</b>					
Business Administration x 4	Commissioning	1 (level 2)	■		
	Children's Services	1 (level 2)			■
	Human Resources	1 (level 3)	■		
	Regeneration	1 (level 2)	■		
Horticulture x2	Parks	2 (level 2)		■	■
Customer Service	Customer Services	1 (level 3)			■
Air Apprentice	Smarter Travel	1 (level 3)		■	
<b>Cohort 2 – November 2015 (x9)</b>					
Business Administration x 6	Legal Services	1 (level 2)		■	
	Electoral Services	1 (level 3)		■	
	Shared Service Centre	1 (level 2)	■		
	Winkfield Centre	1 (level 2)		■	
	Youth Locality Team	1 (level 2)		■	
	Regeneration	1 (level 2)		■	
Employment Support	Strategy & Regeneration	1 (level 3)		■	
IT	IT Services	1 (level 3)		■	
Youth Work	Outreach & Engagement	1 (level 2)		■	
<b>Cohort 3 – August 2016 (x 10)</b>					
Horticulture x 2	Parks x2	2 (level 2)		■ ■	
Air Apprentice	Smarter Travel	1		■	
Business Administration x 6	Human Resources	on hold			
	Democratic Services	on hold			
	Learning Disabilities	on hold			
	Children's Services	on hold			
	Adults Learning X2	on hold			

**Appendix 2: More information about the 20 apprentices recruited**

Appendix 2: Information about apprentices recruited



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**Report for:** Staffing & Remuneration Committee, 6<sup>th</sup> December 2016

**Title:** People Management Report, Q2 July – September 2016

**Report authorised by :** Richard Grice, Assistant Director Transformation & Resources

**Lead Officer:** Carole Engwell, HR Quality Assurance Manager .

**Ward(s) affected:** N/a

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

**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 July to September 2016.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

The report is for information and for the Committee to note.

**4. Reasons for decision**

Not applicable

**5. Alternative options considered**

Not applicable

**6. Background information**

6.1 A Dashboard of information relating to all non-employed workers, sickness absence and workforce data is shown at Appendix 1.

Appendix 2 gives data relating to current Interim Managers & Consultants.

6.2 There are three definitions that are used across the council for the three types of non-employed workers. The definition of a senior manager used below, is someone who would, if employed, be paid approximately £60,000 or above.

- **Consultants** - senior level managers, (paid a daily rate). They are supernumerary and taken on to provide either specialist expertise or knowledge to one of the Council's transformation projects or to provide additional expertise to a business area.
- **Interim Managers** - senior level managers paid a daily rate. They are taken on to provide service continuity when established posts are vacant, for example due to a resignation or a restructure or during a period of transition.

- **Agency workers** - below senior management level and are paid an hourly rate. They may be either supernumerary or covering a vacancy.

6.3 There are five Consultants and two Interim Managers who have been working on IT projects across the organisation. From 1<sup>st</sup> October the Shared ICT Service took over responsibility for both delivering the projects and for the associated staffing costs of approximately £139,000. Going forward their details will no longer be in this report.

## 7. **Contribution to strategic outcomes**

The management controls introduced over the last year in response to the need for a tighter grip on spending, have reduced the number of non-employed workers and the spend across the Council. The freeze on non-essential recruitment is contributed to the reduction of establishment numbers and this, together with the on-going restructuring exercises, are expected to contribute to the reductions outlined in the Workforce Plan and the Medium Term Financial Strategy.

## 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.

The impact of the reduction in spend on agency and interim staff is reflected in the monthly budget monitoring report.

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: People Management Dashboard

Appendix 2: Details of Q2 Interim Managers & Consultants

## 10. **Local Government (Access to Information) Act 1985**

Not applicable.



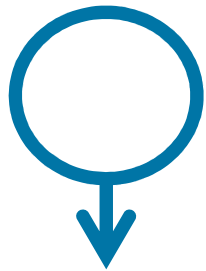
# Q2 2016/17 HR Dashboard

Staffing & Remuneration Committee

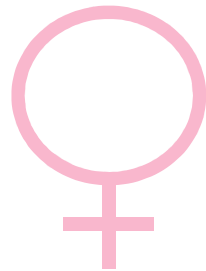
6<sup>th</sup> December 2016

# Equality profile

## Gender



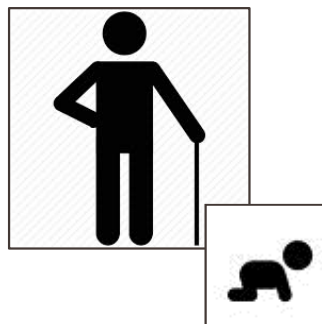
Haringey: 51%  
Workforce: 34%



Haringey: 49%  
Workforce: 66%

The largest age group in Haringey is 25-34 (21%) compared with just 14% of the workforce. The entry level and training schemes are intended to address this imbalance by encouraging younger workers into the council. The largest age group in the workforce is between 45-54 (37%).

## Age



Compared to Haringey's population the workforce has a greater percentage of women (+17%) and BAME (+15%) staff but fewer staff with a disability (-3%). We recognise however that staff may not always want to declare a disability, which leads to under reporting in this area. Within the workforce, women outnumber men in all pay grades.

## Disability

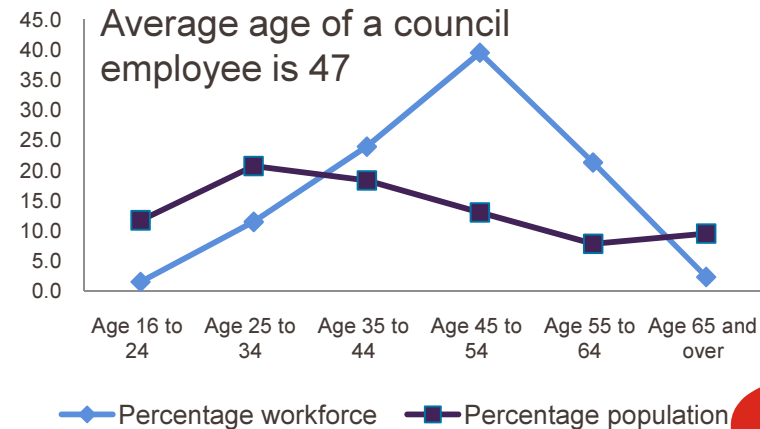
Haringey: 12%  
Workforce: 9%



## Race

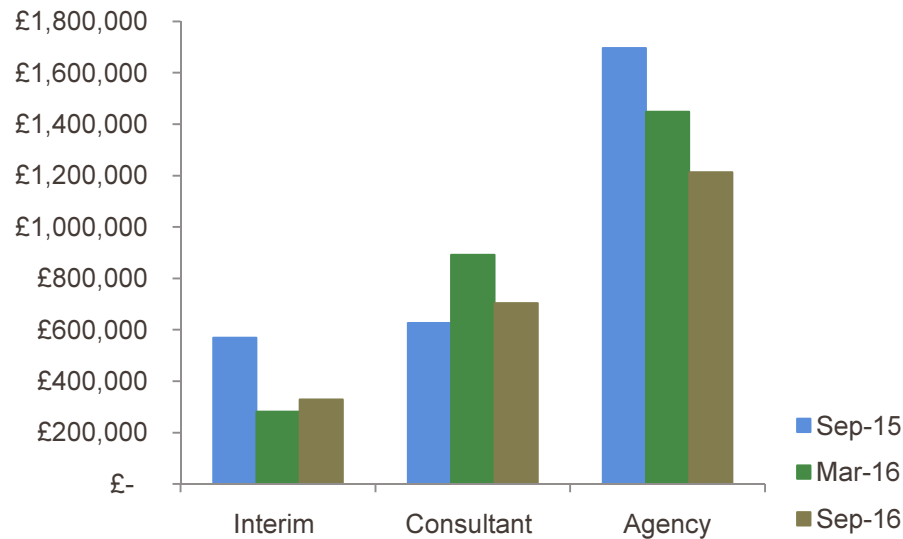


Haringey BAME: 35%  
Workforce BAME: 50%  
Haringey white: 61%  
Workforce white: 30%



# Agency, interims and consultants

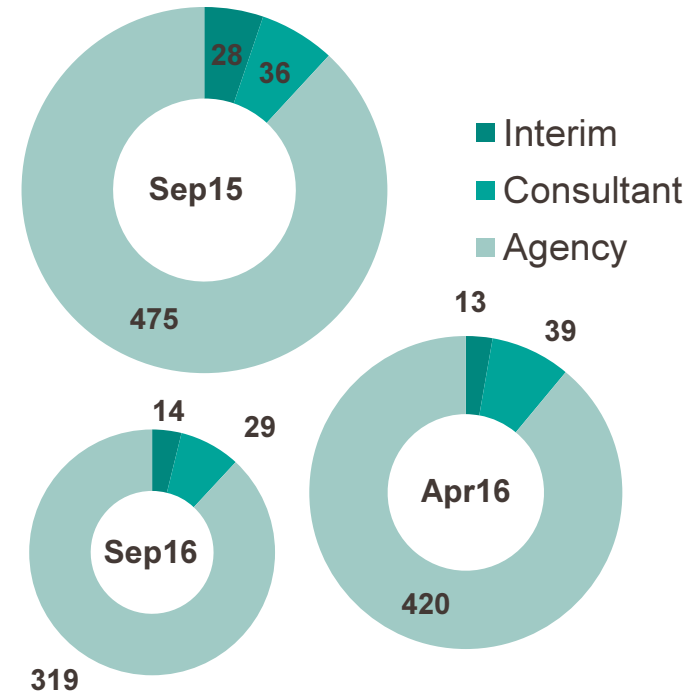
## Spend



Spend and numbers of all non employed workers has considerably reduced over past 12 months. The overall reduction in the cost of all non-employed workers over the last twelve months has totalled £645,518.

	Agency	Interim / consultant
<b>Sep-15</b>	£ 1,695,694	£1,196,062
<b>Sep-16</b>	£ 1,212,575	£ 1,033,663
<b>Spend reduction</b>	<b>£ 483,119</b>	<b>£ 162,399</b>

## Numbers



The number of Interim Managers (covering an established vacancy) has reduced from 28 to 14.

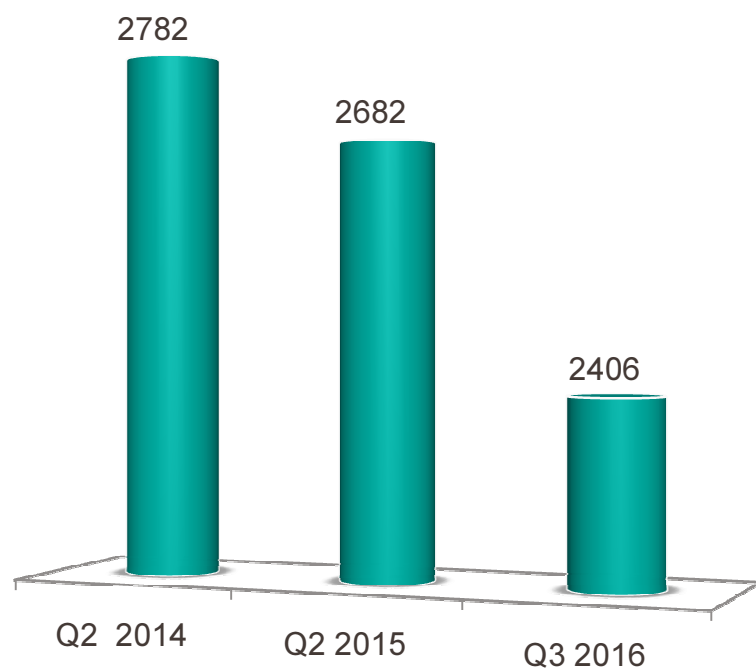
Consultants working on the Council's transformation projects, including Housing, Customer Services and Adult Services, have reduced from 36 to 29 in the same period.

Agency workers have reduced by more than 150 in the last year.

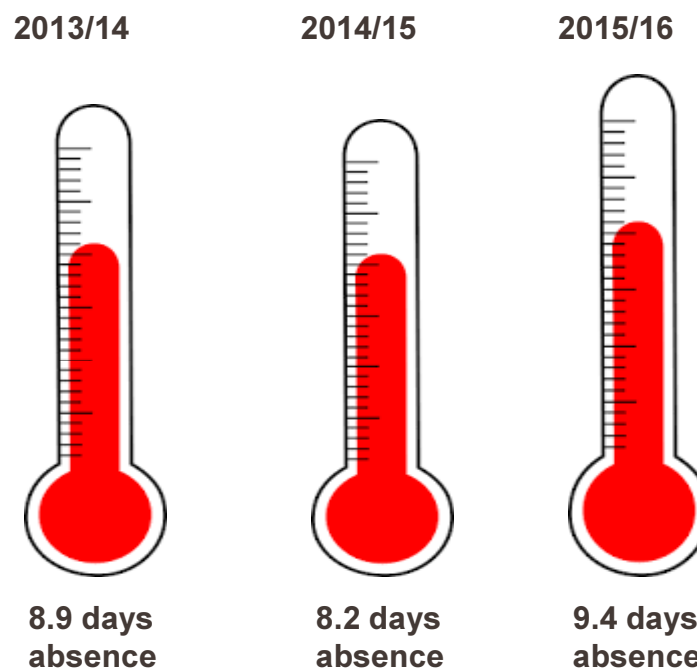
# Headcount and employee wellbeing

## Employee headcount

The organisational restructures and voluntary redundancy campaign that are taking place or which are due to conclude over the next few months will result in a further reduction of headcount. Details below are at the end of each quarter



## Employee sickness absence



A number of initiatives designed to reduce sickness absence have been introduced in 2016/17 including targeted training for managers and the roll out of a new employee assistance programme.

## Appendix 2: Consultants and Interim Managers Q2 2016

Contract Status	Directorate	Service Area	Job title	Start date	End Date	Contract length (Months)	Daily Rate	Estimated Contract Cost
Interim Manager	COO	Transformation & Resources	Deputy S151 Officer	30/03/16	31/12/16	9	£790	£118,453
Interim Manager	COO	Commercial & Operational Services	Interim Head of Procurement (0.9)	10/06/2015	31/10/2016	16	£677	£162,566
Interim Manager	COO	Commercial & Operational Services	Waste Strategy Manager	25/05/16	28/10/16	5	£381	£31,737
Interim Manager	COO	Shared Services	Management Accountant	05/10/16	06/01/17	3	£396	£19,792
Interim Manager	COO	Transformation & Resources	Treasury & Pensions Accountant	18/07/16	31/12/16	5	£420	£34,986
Interim Manager	COO	Transformation & Resources	Head of Treasury & Pensions	08/04/16	01/11/16	6	£540	£53,978
Interim Manager	COO	Transformation & Resources	Pension Fund Accountant	22/04/16	30/09/16	5	£420	£34,986
Interim Manager	REGENERATION	Regeneration Strategy	Principal Regeneration Officer	09/05/16	28/10/16	5	£446	£37,152
Interim Manager	REGENERATION	Planning	Head of Development Management & Enforcement	04/07/16	31/12/16	5	£586	£48,814
Supernumerary	COO	Commercial & Operational Services	Programme Manager	22/04/15	07/10/16	17	£750	£212,415
Supernumerary	COO	Transformation & Resources	Business Analyst	06/01/16	14/10/2016	9	£452	£67,773
Supernumerary	COO	Transformation & Resources	Accountant	15/08/16	18/11/16	3	£541	£27,039
Supernumerary	COO	Transformation & Resources	Strategic Financial Advisor	31/05/16	25/11/16	5	£603	£50,230
Supernumerary	COO	Commercial & Operational Services	Contract Development Manager 0.9	23/05/16	31/10/2016	5	£377	£28,275
Supernumerary	COO	Transformation & Resources	Senior business analyst	16/03/15	28/10/2016	19	£502	£158,903
Supernumerary	COO	Commercial & Operational Services	Confirm Developments and Systems Workstreams	15/07/11	30/12/2016	65	£275	£297,798
Supernumerary	COO	Shared Services	Change Manager (Shared business support project)	14/01/16	31/03/17	14	£536	£125,017
Supernumerary	COO	Transformation & Resources	Procurement Project Manager (0.6)	02/03/16	02/12/16	9	£535	£48,150
Supernumerary	COO	Transformation & Resources	Interim Head of Finance (Adults and Children's Services)	23/10/15	28/10/16	12	£595	£118,952
Supernumerary	COO	Transformation & Resources	Procurement Project Manager (0.8)	03/02/16	15/11/16	9	£560	£83,966
Supernumerary	DCE	Commissioning	Interim brokerage manager	09/10/15	08/10/16	11	£600	£109,956
Supernumerary	DCE	Children's Services	Business Analyst	26/10/15	23/12/16	13	£412	£89,179
Supernumerary	DCE	Adult Social Services	Project Manager	18/04/16	21/10/16	6	£600	£59,976
Supernumerary	DCE	Children's Services	Children's Services Transformation	01/10/14	31/03/17	29	£791	£382,164
Supernumerary	DCE	Children's Services	Signs of Safety Project Lead	11/08/16	16/12/16	4	£410	£27,322
Supernumerary	DCE	Children's Services	Resourcing specialist	22/04/15	30/12/16	20	£450	£149,400
Supernumerary	DCE	Adult Social Services	Business analyst	13/01/16	23/12/2016	11	£452	£82,834
Supernumerary	DCE	Adult Social Services	Adults Transformation Project manager (0.7)	10/03/16	23/12/2016	9	£510	£70,992
Supernumerary	DCE	Adult Social Services	Adult Services Transformation Project Manager	21/03/16	31/03/17	12	£600	£119,952
Supernumerary	REGENERATION	Tottenham Regen	Commercial Property Adviser	01/08/16	01/11/16	3	£471	£23,541
Supernumerary	REGENERATION	Planning	Structural Engineer	12/01/15	31/12/16	23	£246	£49,180
Supernumerary	REGENERATION	Tottenham Regen	CPO Project Manager	31/05/16	30/04/17	10	£452	£75,303
Supernumerary	REGENERATION	Housing Strategy & Transformation	Development & Enabling Manager	27/11/14	28/10/16	23	£563	£215,539
Supernumerary	REGENERATION	Regeneration Strategy	Project Adviser – Development Vehicle	12/09/15	31/12/2016	15	£870	£217,413
Supernumerary	REGENERATION	Regeneration Strategy	Business Analyst	27/04/16	21/10/16	5	£560	£46,648
Supernumerary	REGENERATION	Tottenham Regen	Procurement Officer	25/04/16	31/10/16	6	£556	£55,578
<b>ROLES TRANSFERRED TO ICT SHARED BUSINESS CENTRE WEF 1.10.16</b>								
Interim Manager	COO	Shared Services	Web developer	03/02/15	30/11/16	21	£269	£94,214
Interim Manager	COO	Shared Services	Technical Specialist/Architect	15/10/2012	31/12/2016	50	£450	£374,850
Interim Manager	COO	Shared Services	Infrastructure Engineer (Citrix specialist)	15/10/2012	31/10/2016	48	£420	£335,866
Interim Manager	COO	Shared Services	TDA (Sharepoint Specialist)	07/11/2013	31/10/2016	35	£407	£237,322
Supernumerary	COO	Shared Services	Exchange Specialist - Evergreening	20/08/13	31/12/2016	40	£396	£263,894
Supernumerary	COO	Shared Services	Infrastructure Engineer	30/01/14	31/12/16	35	£387	£225,660
Interim Manager	COO	Transformation & Resources	Technical Project Manager	28/01/16	31/12/16	11	£452	£82,834

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**Report for:** Staffing & Remuneration Committee, 6 December 2016

**Title:** Forward Plan Reports January 2017 – March 2017

**Report authorised by :** Richard Grice,

**Lead Officer:** Carole Engwell, HR Quality Assurance Manager,

**Ward(s) affected:** None

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

**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 shown at Appendix 1.

**10. Local Government (Access to Information) Act 1985**

Not applicable.

## Appendix 1: Foward Plan

Event / Meeting Date	Reports Submitted by:	Service Area	Short Description	Decision Maker	Lead Officer	Report or Update
07 February 2017	27 January 2017	HR Client Side	Trade Union Relationship and Draft Facility Time Agreement	Staffing & Remuneration Committee	Richard Grice	Report
07 February 2017	26 January 2017	HR -Client Side	Probation policy	Staffing & Remuneration Committee	Richard Grice	Report
07 February 2017	26 January 2017	HR -Client Side	Capability Policy	Staffing & Remuneration Committee	Richard Grice	Report
07 February 2017	26 January 2017	HR-Client Side	Review of Children's Services Recruitment & Retention Offer	Staffing & Remuneration Committee	Jon Abbey	Report
07 February 2017	26 January 2017	HR - Client Side	Update to Grievance Policy	Staffing & Remuneration Committee	Richard Grice	Report
28 March 2017	17 March 2017	HR - Client Side	People Management report (Oct - Dec 2016 Q3)	Staffing & Remuneration Committee	Richard Grice	Report