

# **MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON THURSDAY, 14TH DECEMBER, 2017, 7.00 - 8.20 pm**

## **PRESENT:**

**Councillors: Zena Brabazon (Vice-Chair), Liz McShane and Viv Ross**

### **44. 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.

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

There were apologies for absence from Councillor Sahota and Councillor Arthur.

### **46. URGENT BUSINESS**

There were no items of urgent business put forward.

### **47. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

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

There were no deputations, petitions, presentations or questions put forward.

### **49. MINUTES**

The minutes of the Staffing and Remuneration Committee held on the 2<sup>nd</sup> October 2017 were agreed as a correct record of the meeting.

### **50. PEOPLE REPORT (JULY - SEPTEMBER)**

The Reward Strategy Manager introduced the report which combined key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements absence reports, labour turnover and restructures.

The Committee were updated on the reduction in headcount to 563 along with the reduction in the use of agency, interim and consultant staff. The Committee also noted that 62% of staff were engaged in the My Conversation process which was an improvement in comparison to 2016.

When discussing the results of the pulse survey the Committee raised its concern over the percentage of staff who disagreed that a blame culture did not exist and queried whether the survey was able to give an analysis according to job grades, ethnicities and age. It was agreed that the detailed background data collected from the survey would be shared with the Committee. It was also agreed that it would be useful for the supplier of the pulse survey to attend the Staffing & Remuneration Committee to answer any questions that the members might have.

**Action: Reward Strategy Manager/ Head of Workforce Programme**

In response to a question from the Committee regarding the future plans to stabilise the Council's workforce it was noted that a diligent effort was being made to promote more thoughtfulness in how staffing resources were being used. One option discussed was that of a flexible workforce which could be utilised to address peaks in workloads across the organisation.

In response to a question in relation to the apprenticeship levy it was agreed that information regarding how this was being used by the Council would be presented to the Committee and scheduled into the next years forward plan of agenda items to be discussed.

**Action: Head of Workforce Programme**

**RESOLVED**

That the Committee note the Report for information.

**51. LEADERSHIP & MANAGEMENT DEVELOPMENT**

The Committee considered the report as presented by the Head of Workforce Programme outlining the key tools and leadership & management development offers available to managers. It was highlighted that staff were being encouraged to develop themselves using the 70:20:10 model and that this was fully supported by the online learning system Fuse.

The Committee next discussed other resources available to support staff development, these included:

- Leadership Qualities Framework
- Management Deal
- Qualifications & Apprenticeships
- Coaching & Mentoring, and
- My Conversation.

In response to a question from the Committee regarding BA & MBA level apprenticeships it was noted that the apprenticeship levy required that 20% of work time be used for training towards the qualification. It was also emphasized that staff were not obligated to stay working for the Council once they had completed their course but diligent effort would be made to upskill and retain those staff members.

The Committee raised its concern over Council departments working in silos and asked what was being done to address this. It was noted that through management training collaborative working was being encouraged between service areas.

The Committee recommended inviting Councillors to meet with Council staff so that an exchange of knowledge and understanding could take place

It was agreed that an update on the progress of this leadership and management development programme would be brought back to the Staffing & Remuneration Committee at a later point.

**Action: Head of Workforce Programme**

## **RESOLVED**

That the Committee note the report for information.

### **52. PRELIMINARY REPORT - GENDER PAY GAP**

The Committee considered the report as presented by the Reward Strategy Manager outlining the preliminary results of the Councils gender pay gap statistics. The Committee were informed that the Council had now registered on the governments gender pay gap reporting service and were presented a letter from the Government Equalities Office stating this. It was noted that the deadline for full submission of the data was by 30 March 2018.

The Committee discussed other types of data that could be collated which would be useful in understanding the challenges met by the Council and how Haringey looked in comparison to other local authorities. It was noted that HR were using the London Councils template to start looking at data for other protected characteristics.

## **RESOLVED**

That the Committee note the preliminary results of the Gender Pay Gap report and that the final report will be published as required by 30th March 2018.

### **53. DELEGATED AUTHORITY REPORT - INTERIM APPOINTMENT OF THE S151 OFFICER**

## **RESOLVED**

The Committee noted the delegated decision to appoint Clive Heaphy as the interim Chief Finance Officer and designated statutory Chief Finance Officer/Section 151 Officer from 21<sup>st</sup> August 2017 for a period of 6 months.

### **54. NEW ITEMS OF URGENT BUSINESS**

None.

**55. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972, paragraph 1; information relating to an individual.

**56. EXEMPT MINUTES**

**RESOLVED**

To approve the exempt minutes of the meeting held on the 2<sup>nd</sup> October and the special meeting held on 27<sup>th</sup> September 2017.

**57. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS**

The Committee considered exempt information.

**58. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None.

CHAIR:

Signed by Chair .....

Date .....