

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Monday, 24th June, 2019, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Makbule Gunes (Chair), Patrick Berryman (Vice-Chair), Gideon Bull, Paul Dennison and Reg Rice

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 depositions, 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 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 - 2)

To confirm and sign the minutes of the meeting held on 25 March 2019.

7. CHILDREN SERVICES SOCIAL WORKER OFFER (PAGES 3 - 6)

The purpose of this report is to provide the Committee with recommendations for a change to the payment schedule for the Children's Services Social Worker Offer.

8. APPOINTMENT AND DISMISSAL OF SENIOR OFFICERS (PAGES 7 - 16)

The purpose of this report is to provide the Committee with recommendations for the future which will focus members' time on the appointment of the most senior officers of the Council in order to maintain the transparent link between our Constitution, our statutory obligations and the organisation of the senior management team.

In accordance with Article 14.03, changes to the Constitution are approved by the Full Council on the recommendation of the Standards Committee. It is good practice to also consult with the relevant Committee, in this case, Staffing and Remuneration Committee, to obtain the Committee's views on the proposal.

9. PROGRESS OF THE APPRENTICESHIP LEVY (PAGES 17 - 24)

To provide the Staffing and Remuneration Committee with an update on the Council's apprenticeship schemes since the Government implemented the apprenticeship levy and public sector apprenticeship targets in April 2017.

10. DIGNITY AT WORK POLICY (PAGES 25 - 32)

The purpose of this report is to provide the Committee with recommendations for the Dignity at Work Policy to replace the existing policy on Bullying and Harassment.

11. CODE OF CONDUCT (PAGES 33 - 42)

The purpose of this report is to provide the Committee with recommendations for the review and update of the Council's Code of Conduct.

12. PEOPLE REPORT - MARCH 2019 (PAGES 43 - 48)

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

13. NEW ITEMS OF URGENT BUSINESS

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

14. DATES OF FUTURE MEETINGS

1 October 2019
16 December 2019
6 February 2020

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

Friday, 14 June 2019

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**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON MONDAY, 25TH
MARCH, 2019, 7.00 - 7.55 pm**

PRESENT:

**Councillors: Julie Davies (Chair), Eldridge Culverwell (Vice-Chair),
Patrick Berryman and Viv Ross**

25. 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.

26. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Councillors Brabazon and Dennison. Councillor Ross was in attendance as substitute for Councillor Dennison.

27. URGENT BUSINESS

None.

28. DECLARATIONS OF INTEREST

None.

29. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None.

30. MINUTES

RESOLVED that the minutes of the meeting held on 11 February 2019 be approved as a correct record.

31. SENIOR MANAGER PAY REVIEW

Ian Morgan, Reward Manager, introduced the report as set out. A review in 2016 moved the responsibility for pay reviews to the Staff and Remuneration Committee. The recommendation was 2% increase.

RESOLVED that a pay award for Senior Managers of 2% be approved.

32. REWARD STRATEGY

Ian Morgan provided a verbal update on the reward strategy. The pay award was implemented in three stages – stage one was the review in April 2018, stage two was the implementation of new pay spines in April 2019, and stage three would be movement to a new pay and grading arrangement, extending the levels in senior management. There was a different set up for schools, and a drop in session had been arranged for 29 March.

The Committee noted the update and requested a further update at the next meeting.

33. COUNCIL'S USE OF CONSULTANTS

Ian Morgan provided a verbal update. The next people report was due at the next meeting in June. There had been a review of the Finance directorate, with a reduction in the number of interims and consultants over the past two years. There were a number of projects within Transformation and Resources which would likely see an increase in the number of interims, but this would reduce as projects completed. The Committee accepted that it may be necessary to use consultants and interims, but it was important that the numbers and reasons for use were monitored.

The Committee noted the update.

34. POLICY REVIEW UPDATE

Ian Morgan provided a verbal update on policy reviews. A HR policy advisor had been recruited to help with research and policy writing. It was expected that two updated policies would be presented to the next meeting.

The Committee noted the update.

35. NEW ITEMS OF URGENT BUSINESS

None.

36. ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Julie Davies

Signed by Chair

Date

Report for: Staffing & Remuneration Committee

Title: Children's Services Social Worker Offer

Report authorised by : Ann Graham – Director of Children's Services

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: n/a

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

1. Describe the issue under consideration

The purpose of this report is to provide the Committee with recommendations for a change to the payment schedule for the Children's Services Social Worker Offer.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To approve the amendments to the payment schedule for the Children's Services Social Worker Offer as set out below.

4. Reason for Decision

Currently recruitment and retention payments to employees appointed after 1st January 2016 are made on appointment and on the 12 month anniversary of their start date. As the numbers of newly recruited staff grow this has become an onerous task to which a disproportionate amount of administration time is required.

While payments on the anniversary of the start date are still appropriate we are proposing to move subsequent retention payments to all staff groups outlined below to scheduled payments in January and July each year.

5. Alternative options considered

This is a report back item following the management review of the efficacy of the Recruitment and Retention Offer.

6. Children's Services Social Worker Offer

6.1 Background

In 2015 the Council undertook a major review of the recruitment to service critical roles in Children's Services, who were experiencing major difficulties at the time in attracting suitable candidates. As a result, a recruitment and retention offer, designed to attract and retain qualified Social Workers and Team Managers in Children's Services, was introduced with effect from January 2016. The offer, outlined below, brought Haringey's reward package closer to that of other London boroughs, with whom we are competing for the skills, experience and talent in this area.

It is generally recognised that there is a shortage of experienced, qualified, social workers; senior practitioners and team managers employed in statutory children's social work. The recruitment of staff to roles involved in the delivery of these services therefore represents a significant challenge to all local authorities and the problem is particularly difficult in London.

Payments will be made for either recruitment or retention purposes.

6.2 Payments – Eligibility

Recruitment payments will be made to newly appointed experienced 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.

Retention payments will be made to experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

6.3 Payments – Amounts

A recruitment payment of £1,000 will only be payable to eligible employees in Target Area 1 (Assessments and Safeguarding).

A retention payment of £1,500 will be payable to eligible employees in Target Area 1 (Assessments and Safeguarding).

A retention payment of £1,000 will be payable to eligible employees in Target Area 2 (Children in Care and Placements; and Special Educational Needs and Disability (SEND)).

A retention payment of £750 will be payable to eligible employees in Target Area 3 (All other Social Workers, Senior Practitioners, Team Managers, Independent Reviewing Officers and Child Protection Advisers working in CYPS including the Multi Agency Safeguarding Hub (MASH)).

6.4 Payments – Timing

Recruitment – The first payment is payable on appointment.

The second payment is payable after the satisfactory completion of the programme of work at the end of the first 12 months.

Retention - Payments are made every 6 months via schedules prepared in January and July each year.

6.5 Changes to the Payments Schedule

There are no significant changes to the recruitment payment schedule but we have added clarity in order to manage expectations and streamline the process as much as possible.

| |
|---|
| Recruitment & Retention Payment Schedule (for those appointed on or after 1 st January 2016) |
| The first payment is payable on appointment. |
| The second payment is payable after the satisfactory completion of the programme of work at the end of the first 12 months. |
| The third payment will be made with the next available retention payment schedule in January or July and will be pro rata to the length of service between the second and third payments. |
| The fourth and subsequent payments will be made with the retention payments schedule in January and July. |

| |
|---|
| Retention Payment Schedule (for those appointed before 1 st January 2016) |
| Payments are made every 6 months via schedules prepared in January and July each year. |

6.6 Other criteria

In all other aspects the recruitment and retention criteria for the Children’s Services Social Worker offer remains as set out in recommendations approved by the Staffing & Remuneration Committee on 1st October 2018.

7. Contribution to strategic outcomes

Ensuring that our recruitment and retention commitments are delivered accurately and on time protect the Council’s status as an employer of choice.

8. Statutory Officers’ comments

8.1 Chief Finance Officer

The proposed realignment of all retention payments from the anniversary of the employees start date to January and July can create an initial timing difference in respect of which financial year the first retention payment is made however the impact of this is not significant. There are no other financial implications arising from this report

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal services has been involved and has reviewed the proposed changes to the payment schedule of the recruitment and retention policy and the associated social work offer letter and confirms that there are no legal implications.

9. Use of Appendices

Not applicable.

10. Local government (Access to Information) Act 1985

Not applicable.

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Report for: Staffing & Remuneration Committee / Standards Committee

Title: Appointment and Dismissal of Senior Officers

Report authorised by : Zina Etheridge – Chief Executive and Head of Paid Service

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: n/a

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

1. Describe the issue under consideration

The purpose of this report is to provide the Committee with recommendations for the future which will focus members' time on the appointment of the most senior officers of the Council in order to maintain the transparent link between our Constitution, our statutory obligations and the organisation of the senior management team.

In accordance with Article 14.03, changes to the Constitution are approved by the Full Council on the recommendation of the Standards Committee. It is good practice to also consult with the relevant Committee, in this case, Staffing and Remuneration Committee, to obtain the Committee's views on the proposal.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To note the amendment to 'Part Four, Section K of the Council's Constitution; Officer Employment Procedure Rules', as set out in Appendix A, and to provide any comments for consideration by the Standards Committee.

4. Reason for Decision

The Council has a number of statutory obligations and powers regarding the appointment and dismissal of its most senior officers, codified in the Officer Employment Procedure Rules; Part 4 Section K of the Constitution of the London Borough of Haringey.

The Council has significantly changed its senior management structure in order to reduce the number of management levels in the organisation. Simply using the generalised definitions set out in legislation, which are mainly based on reporting lines rather than the size and importance of the role, has inadvertently captured some smaller specialised professional roles at Head of Service level which would not previously have fallen into the category of a member appointment.

The amendment to Part 4 Section K is designed to better reflect the current structure of the senior management team, whilst ensuring that the authority continues to meet its statutory obligations.

Changes to the Constitution are approved by the Full Council on the recommendation of the Standards Committee, in accordance with Article 14.03 of the Constitution. It is good practice to also consult with the relevant Committee, in this case, Staffing and Remuneration Committee, to obtain the Committee's views on the proposal.

5. Alternative options considered

The alternative would be to maintain the current definition of a member appointment, however, this would significantly increase the amount of member time taken up in recruitment activities.

6. Background

6.1 The appointment of staff is governed by the Local Authorities (Standing Orders) (England) Regulations 2001 ('the Regulations') which provide that with certain exceptions, all staff appointments and dismissals must be carried out by officers.

Exception is made for the appointment and/or dismissal of certain senior officers and includes provision that statutory chief officers, non-statutory chief officers and deputy chief officers may be (but do not have to be) appointed and dismissed by members.

6.2 The Regulations prescribe the process for the appointment and dismissal of Head of Paid Service, and the dismissal of Chief Finance Officer and Monitoring Officer and the specific roles and responsibilities of members in these processes. Thereafter, the Regulations offer the authority discretion to determine the role of members in the appointment and dismissal of officers at chief or deputy chief officer level.

6.3. Whether an officer is a statutory chief officer, a non-statutory chief officer or a deputy chief officer is defined in law (s2 Local Government Housing Act 1989):

- The statutory chief officers are (i) the director of children's services, (ii) the director of adult's services, (iii) the director of public health and (iv) the s151 officer
- The non-statutory chief officers are those officers reporting directly to and accountable to the Chief Executive and Head of Paid Service
- The deputy chief officers are those officers reporting directly to and accountable to one or more of the statutory or non-statutory chief officers.

6.4 The Council has significantly changed its management structure in recent years. The previous Senior Leadership Team (SLT) operated at executive level and reported directly to the Head of Paid Service. This structure consisted of an additional layer of senior operational management sitting beneath the SLT. The SLT has been dissolved and replaced with the Corporate Board. The establishment of Corporate Board removed a layer of senior management to enable operational decision making in key strategic services to be made at the most senior level.

The proposal is to redefine the role of members to better reflect the current structure of the senior management team, whilst ensuring that the authority continues to meet its statutory obligations. Appendix A sets out the proposed changes to Part 4 Section K to reflect this change. Members will be responsible for the appointment and/or dismissal of Directors and Assistant Directors, as permitted by the Regulations, however in line with member expectations, it will no longer extend to

every deputy chief officer of the Council, as some of these officers are operating below Assistant Director level, i.e. as Heads of Service.

6.5 The proposal in Appendix A redefines the scope of member involvement in appointments and dismissals as follows. The Staffing and Remuneration Committee will appoint and dismiss Directors. "Director" has the meaning given at Part 3 Section E Section 1; 2.01 of the Constitution and shall include the following officers:

- Members of the Corporate Board
- All Directors and Assistant Directors
- The Chief Executive of Alexandra Palace & Park (as appropriate)

"Corporate Board " means:

- The Director for Environment and Neighbourhoods
- The Director for Housing, Regeneration and Planning
- The Director for Children's Service
- The Director for Adults and Health
- The Director for Customers, Transformation and Resources
- The Director of Finance

7. Contribution to strategic outcomes

Ensuring that the definition of member appointments is clear supports the Council's commitment to fair and transparent recruitment practice.

8. Statutory Officers' comments

8.1 Chief Finance Officer

There are no financial implications arising from the recommendations apart from minor administration changes.

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. The legal implications are set out within the body of this report.

9. Use of Appendices

Appendix A – London Borough of Haringey Constitution; Part Four, Section K "Officer Employment Procedure Rules".

10. Local government (Access to Information) Act 1985

Not applicable.

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Part Four, Section K

Officer Employment Procedure Rules

1. Recruitment and Appointment

(a) Declarations

- (i) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor, the Mayor or officer of the Council; or of the partner of such persons.
- (ii) Any candidate who fails to disclose such a relationship will be disqualified from appointment. The content of this paragraph will be included in any recruitment information.
- (iii) No candidate so related to a councillor, the Mayor or an officer will be appointed without the authority of the Assistant Director for Human Resources or an officer nominated by him/her.
- (iv) Every Member and senior officer of the authority who knows of a relationship to a candidate for appointment must report the details to the Assistant Director for Human Resources.

(b) Seeking support for appointment.

- (i) The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor or the Mayor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (ii) No councillor or the Mayor will seek support for any person for any appointment with the Council. This rule does not prevent a Member from offering or providing a written reference about a candidate but the Member shall not take part in the appointment process involving that candidate.

PART FOUR – RULES OF PROCEDURE
Section K– Officer Employment Procedure Rules

2. Recruitment of Head of Paid Service and Directors*, ~~Chief Officers and Deputy Chief Officers.~~

Where the Council proposes to appoint a Head of Paid Service or a Director , ~~Chief Officer or Deputy Chief Officer~~ and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

- (a) draw up a statement specifying:
 - (i) the duties of the officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (c) make arrangements for a copy of the statement mentioned in paragraph (1) to be sent to any person on request.
- (d) all applicants for the post shall be interviewed, or a short list of the more suitable applicants shall be drawn up and those applicants shall be interviewed.

3. Appointment and dismissal of Head of Paid Service, dismissal of Chief Finance Officer and Monitoring Officer

- (a) The Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by the Staffing and Remuneration Committee.
- (b) The Council may only make or approve the appointment of the Head of Paid Service where:
 - (i) no objection has been made by any member of the Cabinet, or
 - (ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded
- (c) The procedures in (a) and (b) above will apply to the dismissal of the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer.

*the term *Director* has the meaning given at Part 3 Section E Section 1; 2.01 of this Constitution

PART FOUR – RULES OF PROCEDURE
Section K– Officer Employment Procedure Rules

4. Appointment of Directors ~~Chief Officers and Deputy Chief Officers~~

- (a) The Staffing and Remuneration Committee will appoint Directors ~~Chief Officers and Deputy Chief Officers~~.
- (b) The procedures in (a) above will not apply to the appointment, dismissal or discipline of the Chief Executive ~~Officer~~ of the Alexandra Palace and Park charity. Instead, the Chief Executive acting in his/her charity capacity will take the decisions to appoint, dismiss or discipline that Chief Executive ~~Officer~~ in consultation with the Alexandra Palace and Park Board or its appointed Panel.
- (c) An offer of employment as a Director ~~Chief Officer or a Deputy Chief Officer~~ shall only be made where:
 - (i) no objection has been made by any Cabinet Member, or
 - (ii) if any objection is made, the Staffing and Remuneration Committee or the Chief Executive is satisfied that the objection is not material or well founded.
- (d) The procedures in (a) and (c) above will apply to the dismissal of Directors ~~Chief Officers and Deputy Chief Officers~~ except that (b) and (c) will apply to the dismissal of the Chief Executive ~~Officer~~ of the Alexandra Palace and Park charity.

5. Member Training

All Members taking part in appointments or disciplinary proceedings shall undertake appropriate training provided by the Assistant Director for Human Resources in consultation with the Assistant Director of Corporate Governance.

6. Other appointments

- (a) Appointment of all other officers (other than assistants to political groups and an assistant to the mayor) will be made by the Head of Paid Service or his/her nominee.
- (b) Assistants to political groups. Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.
- (c) Assistant to the Mayor. An assistant to the Mayor may only be appointed by the Mayor.

7. Disciplinary action

- (a) Suspension. The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two

PART FOUR – RULES OF PROCEDURE
Section K– Officer Employment Procedure Rules
months.

- (b) Independent Panel. No other disciplinary action may be taken in respect of any of those officers until the Authority has invited relevant independent persons to form an Independent Panel to advise on such matters as set out in the Local Authorities (Standing Orders)(England) Regulations 2001.
- (c) Councillors will not be involved in the disciplinary action against any officer below Director ~~Deputy Chief Officer~~ except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to Members in respect of disciplinary action.

8. Dismissal

- (a) Independent Panel. In accordance with the provisions of the Local Authorities (Standing Orders) (England) Regulations 2001, before the taking of a vote at the relevant meeting on whether to approve or not a dismissal of the Head of Paid Service, Monitoring Officer or Chief Finance Officer, the Council must take into account, in particular:
- (i) any advice, views or recommendations of the Independent Panel;
 - (ii) the conclusions of any investigation into the proposed dismissal; and
 - (iii) any representations from the relevant officer.
- (b) Councillors will not be involved in the dismissal of any officer below Director ~~Deputy Chief Officer~~ except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to Members in respect of dismissals.

9. Definitions

In these Rules:

- "Director" has the meaning given at Part 3 Section E Section 1; 2.01 of this Constitution and shall include the following officers:
 - Members of the Corporate Board
 - All Directors and Assistant Directors
 - The Chief Executive of Alexandra Palace & Park (as appropriate)
- "Corporate Board " means:
 - The Director for Environment and Neighbourhoods
 - The Director for Housing, Regeneration and Planning
 - The Director for Children's Service
 - The Director for Adults and Health
 - The Director for Customers, Transformation and Resources
 - The Director of Finance

PART FOUR – RULES OF PROCEDURE

Section K– Officer Employment Procedure Rules

- ~~"Chief Officer" means a statutory chief officer or a non-statutory chief officer who, as respects all or most of the duties of his/her post, reports directly to the Head of Paid Service~~
- ~~"Deputy Chief Officer" means 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 Chief Officer or Deputy Chief Officer.~~

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Report for: Staffing & Remuneration Committee

Title: Progress of the Apprenticeship Levy

Report

authorised by: Richard Grice, Director of Customer, Transformation and Resources

Lead Officer: Maxine Sobers, Workforce Resource Manager

Ward(s) affected: None

Report for Key/

Non Key Decision:None

1. Describe the issue under consideration

To provide the Staffing and Remuneration Committee with an update on the Council's apprenticeship schemes since the Government implemented the apprenticeship levy and public sector apprenticeship targets in April 2017.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

This report is for information and for the Committee to note the current position.

4. Reason for Decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

6.1. In January 2015, the Staffing and Remuneration Committee approved proposals to introduce a Council apprenticeship scheme, which resulted in 20 apprentices recruited between 2016 and 2017. This scheme also made a 20% contribution to the '100 apprentices in 100 days' programme led by Haringey Economic Regeneration team.

6.2. This Committee last received an update on apprenticeships in December 2016.

6.3. The apprenticeship levy and public sector apprenticeship targets came into operation in April 2017. The levy is charged at a rate 0.5% of an employer's total annual pay bill, if the employer's pay bill is in excess of £3 million, less an Apprenticeship Levy allowance of £15,000 each year. In calculating the total annual pay bill, payments to employees in local authority-maintained schools must be included if the Council is the employer of those employees. Levy funds can be used only to pay for apprenticeship training and assessment for apprentices that work at least 50% of the time in England, and only up to the

funding band maximum for that apprenticeship. The funds cannot be used to pay for other costs associated with apprentices, such as salaries. Training providers and assessment organisations must be approved by the Government.

- 6.4. In addition, public sector organisations in England with 250 employees or more have been set a target to employ an average of 2.3% of their staff headcount as new apprentice starts between 1st April 2017 and 31st March 2021. The table below summarises the broad levy and apprenticeship targets based on our pay bill and headcount of 2162.

| | Levy contribution | Apprenticeship targets |
|-----------------|-------------------|------------------------|
| Haringey | 55% | 50 |
| Schools | 45% | 80 |

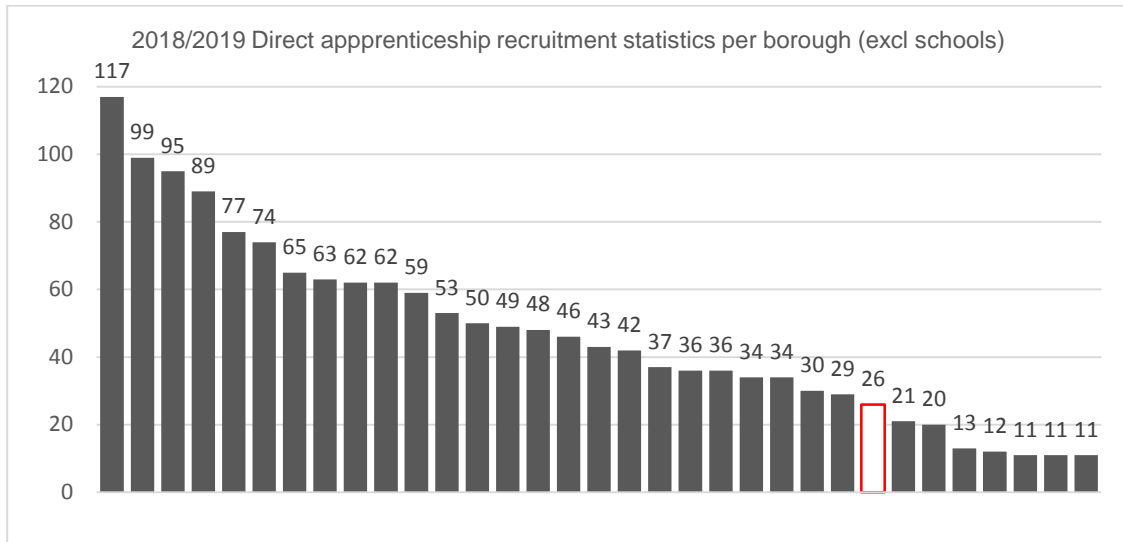
- 6.5 In this report, "Schools" means those schools maintained by the Council where the Council is the employer of the staff at the school i.e. community, community special, voluntary controlled and maintained nursery schools, while "Haringey" means the Council outside schools.

7. Current position within Haringey and London wide context

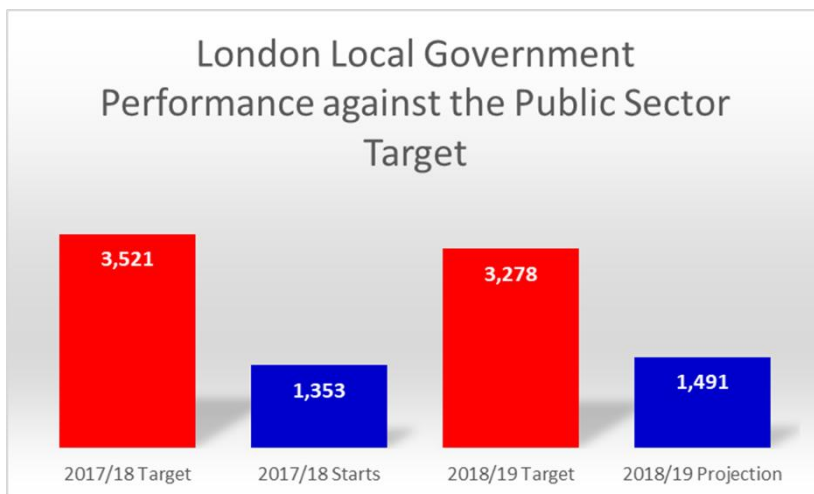
- 7.1. The table below illustrates the number of apprenticeships starts since the introduction of public sector apprenticeship targets in Haringey. The table distinguishes between new and existing staff and this is because existing staff are now able to undertake apprenticeship qualifications without a change to their existing employee terms and conditions.

| Year | Haringey | | Schools | | Actual | Overall Target (50 Haringey 80 Schools) |
|----------------|-----------|----------------|-----------|----------------|--------|---|
| | New staff | Existing staff | New staff | Existing staff | | |
| 2017/18 | 5 | 0 | 13 | 0 | 18 | 130 |
| 2018/19 | 7 | 19 | 5 | 4 | 35 | 130 |
| 2019/20 | 2 | 3 | 0 | 1 | 6 | 130 |
| Totals | 14 | 22 | 18 | 5 | 59 | 390 |

- 7.2. Appendix 1 provides a summary of the apprenticeship qualifications undertaken since 2017 and the demographic make-up of those in the scheme.
- 7.3. Compared to the rest of London, in 2018/19 Haringey Council ranked 26 out of 33 London boroughs when comparing direct recruitment of apprenticeships which excludes schools.



7.4. Based on the 2019 Local Government Association (LGA) survey, London lags behind the rest of the country on apprenticeship starts. London is also spending less of its levy contribution and less likely to have an apprenticeship plan in place.



7.5. The LGA have stated “many employers (are) still struggling to spend their funds two years after the introduction of the apprenticeship levy, further reform to enable greater local flexibility is desperately needed” (6 March 2019 in response to National Audit Office apprenticeship report).

8. Challenges and planned next steps

8.1. Haringey faces a number of issues when seeking to better utilise the levy, some of the pressing challenges include:

8.2 **Suitable resourcing** – the levy funds can only be used for the apprenticeship training and assessment. An effective apprenticeship programme also requires a budget for salaries, pastoral support, procurement and administration all of which needs to be resourced and funded by the Council.

- 8.3 **Apprenticeship time and cost v other learning options** - the cost and time taken to complete an apprenticeship is significantly more compared to qualifications completed through other routes. For example, an accredited project management course would cost approximately £2,500 and 5 days to complete, whereas the starting point for an equivalent apprenticeship qualification is £6,000 (prior to April 19 - £9,000) and 24 months' day release, 20% off the job training to complete.
- 8.4 **Apprenticeship standards/qualifications unavailable for all professions** – Many apprenticeships are still in development or have recently been approved for delivery and some providers are new to the world of apprenticeships, therefore inexperienced and not suitable to local authority ways of working.
- 8.5 The Borough Plan and Workforce Development Strategy of the same period refer to increasing the number of apprenticeships created both within the Council and borough.
- 8.6 The Council as an employer will look to capitalise on the apprenticeship levy to help explore 'grow your own' initiatives to improve occupancy on hard to fill roles and support longer term workforce planning. This sits under the key strategic theme 'valuing differences' of the Workforce Development Strategy.

9. **Contribution to strategic outcomes**

Workforce Development Strategy 2019-2023 and Borough Plan of same period.

10. **Statutory Officers' comments**

10.1 **Chief Finance Officer**

There are no direct financial implications arising from this report.

10.2 **Assistant Director of Corporate Governance**

Section A9 of the Apprenticeship, Skills, Children and Learning Act 2009 (which was inserted into that Act by section 24 of the Enterprise Act 2016) says the public bodies for which the apprenticeship targets are set "must have regard to the targets". Accordingly provided the Council has had regard to the targets, then it is not in breach of the legislation by failing to meet them. Currently there is no statutory sanction in place for any public body that fails to meet the target mentioned in paragraph 6.4. However, there is of course the possibility that the Government will amend the law to introduce such sanctions.

Under section A10 of the Apprenticeship, Skills, Children and Learning Act 2009, and the Public Sector Apprenticeship Targets 2017, the Council is required to publish and send to the Secretary of State annually information on its progress towards meeting the apprenticeships target. The Secretary of State must also be sent by the Council annually information explaining the steps taken to meet the target and reasons why the target has not or may not be met.

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

11. Use of Appendices

Appendix 1 – summary of apprenticeship qualifications undertaken.

12. Local government (Access to Information) Act 1985

Not applicable.

Appendix 1

Summary of apprenticeship qualifications undertaken (2017 to present)

The Council has employed 59 apprentices since 2017 - 36 are employed outside schools while 23 are employed in schools. The charts below provide further insight to the topics being studied and the make-up of those staff.

Chart 1: illustrates the subjects studied by the 14 new staff that joined Haringey as an apprentice since April 2017. In contrast, existing staff (see chart 6) are undertaking higher level qualifications.

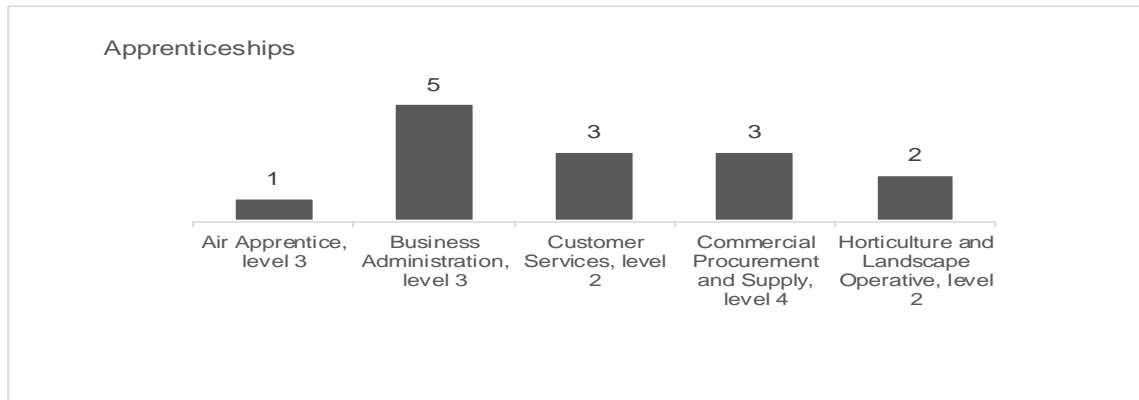


Chart 2 and 3 – illustrates the breakdown of the 14 new apprentices by age and gender.

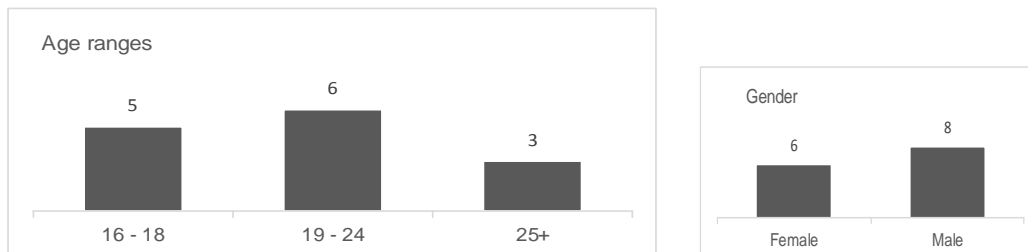


Chart 4 – illustrates the ethnicity breakdown of the 14 new apprenticeships.

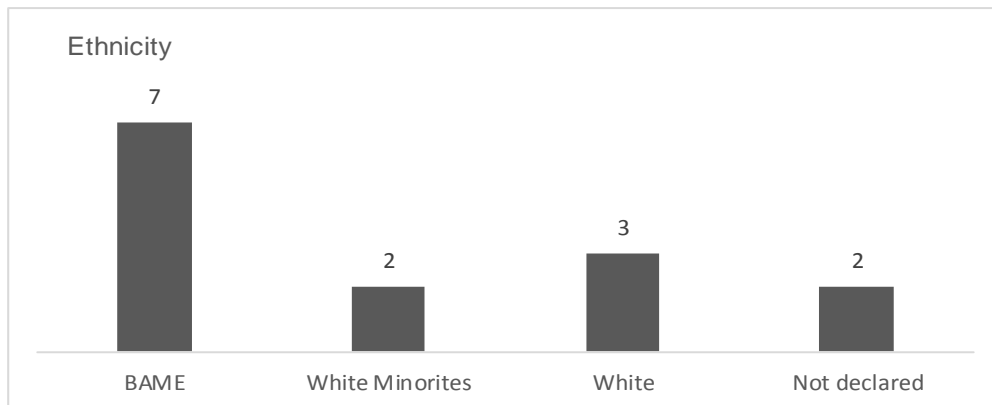


Chart 5 – illustrates the residency of the 14 new apprenticeships, which confirms just over 80% of apprentices live in the borough.

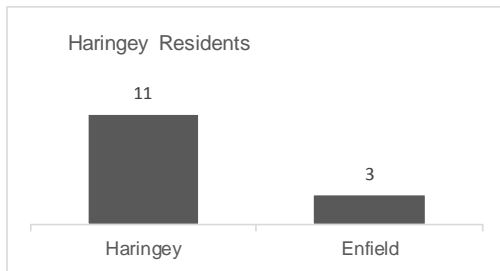


Chart 6 – Since 2017, 22 existing Haringey staff opted to study for an apprenticeship qualification and the below chart summarises the topics studied.

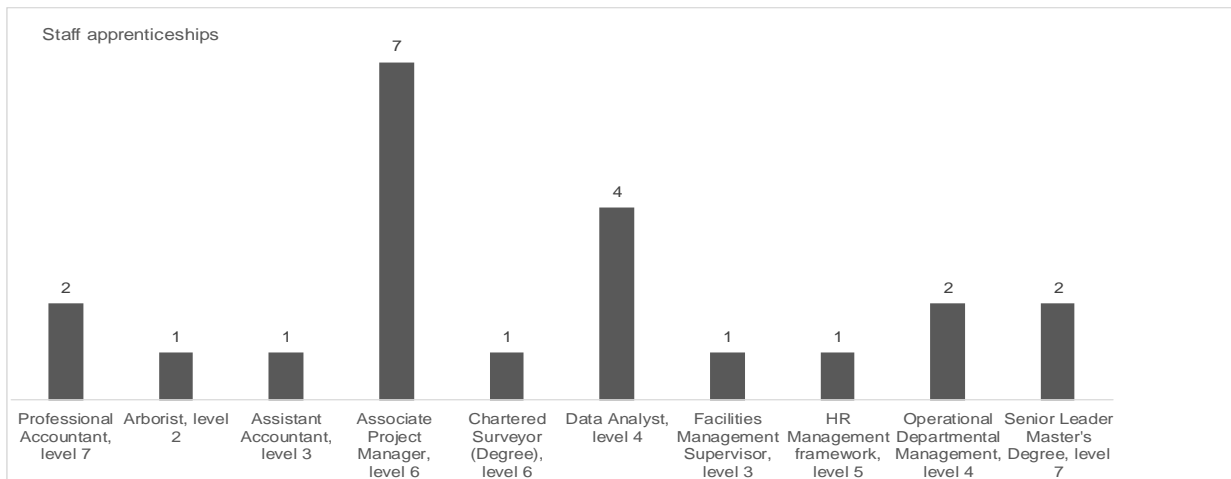


Chart 7 – summary of new apprenticeships employed in schools

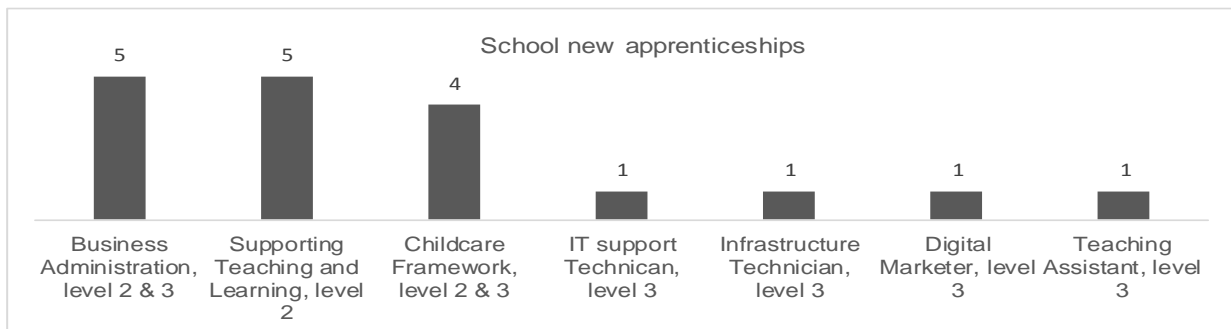
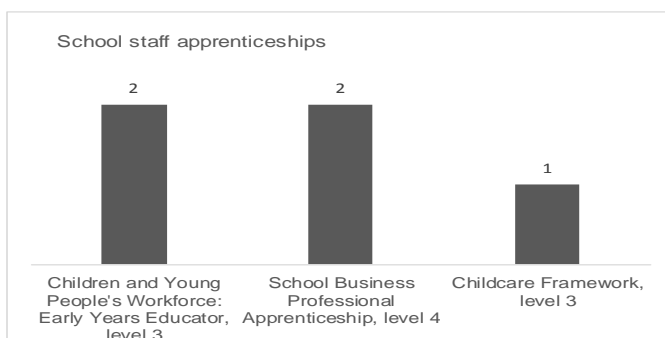


Chart 8 – summary of apprenticeships based on the 5 school staff apprenticeships.



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Report for: Staffing & Remuneration Committee

Title: Dignity at Work Policy

Report authorised by : Richard Grice – Director of Customers, Transformation and Resources

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: n/a

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

1. Describe the issue under consideration

The purpose of this report is to provide the Committee with recommendations for the Dignity at Work Policy to replace the existing policy on Bullying and Harassment.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To approve the Dignity at Work Policy as set out in Appendix A.

4. Reason for Decision

The Council has a duty to ensure that the policies, practices and guidelines concerning its workforce are relevant and up to date.

The Dignity at Work Policy updates and extends the range of the existing policy on Bullying and Harassment to cover allegations of discrimination and victimisation.

The Council is mindful that periodic assessment of its HR policies, to reflect changes in legislation or clarification of the legal position through relevant case law; represents good practice and helps protect the robustness of its processes. To that end it has introduced a rolling review of workforce policies of which this is the latest iteration.

5. Alternative options considered

The alternative would be to maintain our existing HR policy on Bullying and Harassment which would not address recent changes to legislation or the latest interpretation of case law.

6. Background

- 6.1 Recent thinking has suggested that a policy regarding Dignity at Work, embodying the protection given to certain groups by the Equality Act 2010, can effectively replace existing individual policies covering Bullying and Harassment, resulting in a broader, stronger statement about the right of individuals to be treated with dignity, courtesy and respect in the workplace.

- 6.2 The Dignity at Work policy sets out the Council's expectations from employees by which a supportive working environment can be built and sustained. The policy defines the standards, rights and responsibilities required from everyone involved in delivering and supporting our services. It is unequivocal in its wording and clear that the Council will not tolerate harassment, discrimination, victimisation or bullying of any kind.
- 6.3. The existing Bullying and Harassment Policy was last reviewed in February 2009. The draft Dignity at Work policy has been shared with colleagues and trades union representatives and their comments have been incorporated into the final version. The result embodies current thinking about what is considered best practice in this area. Our aim is that it will encourage discussions about what is seen as acceptable behaviour and alleged breaches to these standards will be able to be reported quickly to an appropriate level of management.
- 6.4 It is important that all employees understand the principles central to the Dignity at Work policy. To that end we plan a series of workshops, training sessions and practice notes to ensure the the policy is embedded into everyday practices within the Council and that advice from the HR team is practical and consistent.
- 7. Contribution to strategic outcomes**
Ensuring that our HR policies are relevant and up to date supports the Council's commitment to fair and transparent workforce practices.
- 8. Statutory Officers' comments**
- 8.1 Chief Finance Officer**
The cost of the planned workshops and training sessions for staff will be contained and managed within the existing HR resources. There are no other financial implications arising from this report
- 8.2 Assistant Director of Corporate Governance**
Legal comments
The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal services has been involved and has reviewed the proposed Dignity at Work policy and confirms that it complies with all relevant legislation.
- 9. Use of Appendices**
Appendix A – Dignity at Work Policy.
- 10. Local government (Access to Information) Act 1985**
Not applicable.

Dignity at Work Policy

May 2019

1. Purpose

We believe that everyone who works for, or with, the Council has the right to be treated with dignity, courtesy and respect at all times.

The Council has determined to build, and sustain, a supportive working environment which fosters collaborative and productive partnerships. We will not tolerate harassment, unfair or unlawful discrimination, whether direct or indirect; victimisation or bullying.

The purpose of this policy is to set out the standards, rights and responsibilities, given to and required from, everyone involved in delivering and supporting our services.

The members of the Senior Management Team are committed to maintaining a working environment which fosters personal and professional respect, facilitating informal measures to resolve disputes and accepting personal responsibility for the investigation of any alleged breaches of the policy.

2. Scope

The policy applies to all employees of the council.

3. General Principles

3.1 Equality Act 2010

The Equality Act 2010 provides legal protection to people with certain protected characteristics, which are as follows: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and as a council, we have embraced the provisions of the Act and respect the diversity of our colleagues.

We must always treat each other with dignity courtesy and respect, which means that we're committed to eliminating any actions or decisions that may lead to unfair or unlawful treatment on the basis of any protected characteristics as set out above. For example this includes the following: ethnic origin, gender, transgender status, HIV status, mental health

Appendix A



status, MS status, cancer status, marital status, nationality or national origins, responsibility for dependants who have a disability, or discrimination on the basis of association with someone who has a protected characteristic or discrimination if someone is perceived to have a protected characteristic such as being gay or of a particular race.

These attributes are referred to below as the protected characteristics

3.2 Harassment

Harassment is defined as unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

The behaviour or treatment may relate to a person's gender, disability, gender reassignment or gender identity, race, religion, sexual orientation, age or any other protected characteristic.

Harassment may consist of persistent behaviour, although one single act may be considered sufficiently serious to warrant formal or informal reporting.

3.3 Discrimination

Discrimination is defined as treatment of an individual, or a group of people, which is less favourable than others based on a protected characteristic such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity (including treating a woman less favourably because she is breastfeeding or during maternity leave), race, religion or belief, sex or sexual orientation.

Direct discrimination occurs where someone is treated less favourably because of one of the protected characteristics set out above; this can include association with or a perception of a particular characteristic.

Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criteria or practice that puts people with a particular protected characteristic at a disadvantage compared with others who do not share that characteristic.

3.4 Victimisation

Victimisation is defined as the bad treatment of an employee because they have made, or supported, a complaint or raised a grievance; or because they are suspected of doing so. An employee is not protected from such treatment, however, if they have maliciously made or supported an untrue complaint and this would not constitute victimisation.

3.5 Bullying

Bullying is defined in this policy as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power to undermine, humiliate, denigrate or injure the recipient.

The behaviour or treatment may relate to a protected characteristic but it does not need to in order to constitute bullying.

Appendix A



Bullying may be obvious or it may be more covert. Whichever form it takes, it is unwarranted and unwelcome to the individual and will often cause embarrassment, fear, humiliation or distress to an individual or group of individuals.

3.6 Electronic Media

Unacceptable behaviour is not confined to face-to-face settings but may be experienced through electronic media, i.e. email, instant messaging, social networking websites or text messages.

When composing emails, all members of staff should consider the content, language and appropriateness of such communications.

3.7 Managing Performance

Fair and reasonable management of staff performance or conduct will not normally be considered to be unacceptable behaviour in the context of this policy. If a member of staff considers that their management infringes their dignity at work they are encouraged to consider the options for resolution at the earliest opportunity.

3.8 Role of the Senior Management Team

All formal allegations made will be dealt with by a member of the senior management team who together with a senior member of HR will consider the allegation and determine the next steps.

Investigations involving allegations of harassment, discrimination, victimisation or bullying will be conducted as a matter of priority.

4. Steps to Resolution

4.1 Informal

Many workplace issues can be resolved quickly through informal discussion and the Council encourages informal resolution in the first instance wherever possible.

The Council encourages everyone to deal with unfair treatment in general and harassment, unlawful discrimination, victimisation and bullying through informal resolution whenever possible.

We can recognise that some staff may be apprehensive about raising an issue of unacceptable behaviour but there are sources of support available and we encourage individuals to seek advice and support from Human Resources, their trade union, the diversity networks or the Employee Assistance Programme (EAP) in order to have any concerns addressed appropriately.

Appendix A



Informal approaches may include any or all of the following:

- talking to the person concerned
- writing to the person concerned
- talking to a manager
- seeking support from a diversity network
- involving a third party
- seeking advice from Human Resources
- seeking advice from your trade union
- speaking to someone from the Employee Assistance Programme (EAP)

There are some circumstances, however, where the alleged behaviour is deemed to be sufficiently serious as to warrant an immediate formal investigation such as where there has been unlawful discrimination, assault, serious misconduct under the council's Code of Conduct or a prolonged abuse of power.

4.2 Formal

Where informal resolution is not appropriate or has not been successful, the following mechanism should be used.

The complaint should be sent, in writing, to a member of the senior management team. They will, with the assistance of a senior member of the Human Resources team:

- determine the seriousness of the allegation,
- assess whether the informal steps are appropriate, or have been exhausted,
- agree the course of the investigation.

Formal allegations will always be investigated to establish the facts relating to the situation.

Investigations will be carried out sensitively and with due respect for the individuals involved. Any information communicated during the course of an investigation will be treated as confidential.

No detriment will be suffered by anyone raising a concern in good faith, however, any matter raised with malicious intent may be dealt with under the disciplinary policy.

5. Communication & Training

We will ensure that the policy is communicated to all staff and that those involved in interpreting, administering, delivering and advising on the policy are fully trained in understanding what is unacceptable behaviour in order to drive out behaviours that are contrary to Haringey's values; Human, Accountable, Ambitious and Professional.

Appendix A



6. Responsibilities

All staff are expected to bring to the attention of senior management any examples of unfair treatment they have witnessed or strongly suspect is taking place, however, there are specific responsibilities for members of the senior management team and Human Resources.

7. Disciplinary Measures

All allegations of harassment, unfair or unlawful discrimination, victimisation or bullying will be treated seriously and any member of staff found to have behaved unacceptably may be the subject of disciplinary action.

If, at any time, there is evidence that allegations of harassment, discrimination, victimisation or bullying have been made vexatiously or maliciously, or that false information has been provided or that the accuser has otherwise acted in bad faith then disciplinary action may be taken.

8. Further References

Dignity at Work Policy Practice Notes

Disciplinary Policy

Equality Act 2010

Protocol on Members / Officers Relations'

Employee Assistance Programme (EAP)

Document Control

| Key Information | |
|----------------------------|-----------------------------------|
| Title | Dignity at Work Policy |
| Document Type | Policy |
| Document Status | Draft revision |
| Author | Reward Strategy Manager, Haringey |
| Owner | Corporate Board |
| Contact | Reward Strategy Manager, Haringey |
| Date of Publication | To be determined |
| Date of Review | October 2018 |

| Revision History | | | |
|------------------|------------|------------------------------|------|
| Version | Date | Summary of Changes | Name |
| 0.1 | 16/10/2018 | Draft policy revision | IM |
| 0.2 | 31/5/2019 | Incorporating TU comments | IM |
| 0.3 | 12/06/2019 | Incorporating Legal comments | IM |
| | | | |

Report for: Staffing & Remuneration Committee

Title: Code of Conduct

Report authorised by : Richard Grice – Director of Customers, Transformation and Resources

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: n/a

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

1. Describe the issue under consideration

The purpose of this report is to provide the Committee with recommendations for the review and update of the Council's Code of Conduct.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To approve the updated and revised Code of Conduct for Haringey Council as set out in Appendix A.

4. Reason for Decision

The Council has a duty to ensure that the policies, practices and guidelines concerning its workforce are relevant and up to date.

The Council is mindful that periodic assessment of its HR policies, to reflect changes in legislation or clarification of the legal position through relevant case law; represents good practice and helps protect the robustness of its processes. To that end it has introduced a rolling review of workforce policies of which this is the latest reiteration.

5. Alternative options considered

The alternative would be to maintain our HR policies indefinitely and run the risk that processes do not reflect recent changes to legislation or the latest interpretation of case law.

6. Background

6.1 Best practice accepts that a well-written code of conduct is an essential tool in communicating the Council's goals, commitments and values, both to the existing workforce and to new and potential recruits. It also provides an external statement setting out our commitment to the integrity of local government services.

6.2 We use the Code of Conduct as the as the primary communication channel for defining our organisational culture. The Code sets out the common behaviours required from staff regardless of any specific standards attached to an individual's

professional body. The Code articulates the kind of values it wishes to foster in leaders and employees and by doing so helps define acceptable behaviours.

- 6.3. The existing Code of Conduct was last reviewed in February 2012. The HR and Communications teams have collaborated to produce a revised and updated version that embodies current thinking around the format and use of codes of conduct and sets the tone regarding how we wish to communicate with staff. Our aim is that it will encourage discussions about principles and compliance and used as a reference and signpost to related documents and policies.
- 6.4 The Code is explicit about the standards expected from staff and sets out the consequences if those are not adhered to. Individuals disregarding the rules regarding behaviour may be subject to disciplinary action. Flagrant disregard may be viewed as gross misconduct and as a result an individual's job may be in jeopardy.
- 6.5 It is important therefore that all employees have read and understood the Code of Conduct, the standards required by the Council and the consequences if those instructions are not adhered to. To that end we will endeavour to communicate changes to all staff, to distribute copies to all new and prospective employees and ensure that advice is available for the HR team regarding the application of the general principles.

7. Contribution to strategic outcomes

Ensuring that our HR policies are relevant and up to date supports the Council's commitment to fair and transparent workforce practices.

8. Statutory Officers' comments

8.1 Chief Finance Officer

There are no direct financial implications arising from this report. The revised Code of Conduct and procedures as implemented will be contained and managed within the existing HR resources.

8.2 Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal services has been involved and has reviewed the proposed Code of Conduct and confirms that it complies with all relevant legislation

9. Use of Appendices

Appendix A –Haringey Council's Code of Conduct; updated and revised.

10. Local government (Access to Information) Act 1985

Not applicable.



Code of Conduct

May 2019

1. Introduction – purpose

Our vision is to work with communities to make Haringey an even better place to live, work and study through the values we share:

- Human - we care
- Ambitious – we push boundaries
- Accountable – we take responsibility
- Professional – we're Haringey's ambassadors.

Our values underpin everything we say and do so the purpose of our Code of Conduct is to support those values. It also sets out the standards and behaviours expected of us as employees when dealing with colleagues, members, partners, residents and other customers.

2. Scope

The Code applies to all employees of the council.

The Code works together with any other obligations you may have if you're a member of a professional body.

By following the Code, you will ensure that you're demonstrating our values to an acceptable standard.

3. General principles

3.1 Appearance

It's important that you appear professional and dress appropriately for the job that you do. This means that when you come to work, you look:

- presentable
- clean

- smart.

If the nature of your work means you're unable to follow this, your manager will take this in to account and make allowances where necessary.

If you're required to wear a uniform or a certain standard of clothing for work, please ensure that you do so.

3.2 Absence

You will have agreed a working pattern with your manager, so it's important that you fulfil this agreement and don't take leave without permission.

If your absence is unplanned for any reason, please tell your manager as soon as possible.

Please remember that you should not take annual leave or flexitime without previously arranging it with your manager.

For more information, please read our [Leave and time off policy](#).

3.3 Work standards

3.3.1 Instructions, regulations and obligations

To ensure that you're working effectively in your team, you're expected to follow reasonable management instructions.

It's also vital that we are all aware of and follow:

- operational regulations covering your role
- standing orders issued by the directorate
- financial regulations covering our activities
- statutory and contractual obligations related to your work.

3.3.2 The information we work with and whistleblowing

While working with us, you may have access to and be entrusted with large quantities of information. This may include, among other things, details of our affairs, business, financing, dealings, transactions, clients, contractors, suppliers, customers, residents and employees. Much of this information will be sensitive and confidential.

For the duration that we need the information, please ensure that it's not destroyed, removed or wilfully damaged.

We cannot share this information with anyone who doesn't work for Haringey Council without the right permission. This extends to:

- sharing information that you have access to while working with us
- sharing information about Haringey Council, its employees or any members of the public who we work with

- making false or misleading statements, either orally or in writing, about official business
- speaking to the media or giving interviews about information relating to the council without permission from the press office or your manager.

Please note that it may be appropriate to share information if you have concerns about malpractice happening at work. For more information on how to deal with this type of situation, please read our [Whistleblowing policy](#).

Remember, if you're ever unsure what information or documents you can share with others, please speak to your line manager.

3.3.3 If you decide to leave us

If you decide to leave your job with us, you should make sure that you leave your files and records in good order for the person taking over from you.

Please return any property or equipment that belongs to the council to the relevant people. This includes your ID and any other permits that have been issued to you. You will also be required to repay any money that you owe, e.g. the balance of season ticket loans, salary overpayments, etc.

3.4 Working with councillors and being politically impartial

As employees, we're all ambassadors for Haringey so it's important that we maintain mutual respect and good working relationships with one another in order to deliver services to the people who live and work in Haringey.

If your job involves working with members, please read and understand the standards set out in the 'Protocol on Members / Officers Relations' within the Constitution. When dealing with members, remember our values and always aim to be human and professional.

Be polite and efficient and always ensure that you follow the right processes for your business area. This includes not speaking to members about personal employment issues which should be dealt with by your line manager or Human Resources.

Apart from employees with politically restricted roles, you are free to take part in political activities. However, please avoid taking part in political actions of any of the political parties while you're at work and ensure that you carry out your work impartially.

3.5 Working with customers and colleagues

As a council, we're committed to ending unlawful discrimination wherever it exists and respecting the diversity of both our customers and colleagues.

We should always treat our customers and each other with respect and courtesy.

This means that we're committed to ensuring that there's no unfair or unlawful discrimination on the basis of any protected characteristics under the Equality Act, which

are as follows: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. For example this includes the following: ethnic origin, gender, HIV status, mental health status, MS status, cancer status, marital status, nationality or national origins, responsibility for dependants who have a disability, or discrimination on the basis of association with someone who has a protected characteristic or discrimination if someone is perceived to have a protected characteristic such as being gay or of a particular race.

We're passionate about our commitment to diversity and equal opportunities and we hope that you are too. Any intentional disregard to our commitment could lead to disciplinary action.

3.6 Outside interests

We should all be accountable and committed to the work each of us while we're at work which is why we ask that you don't work for any other organisation or provide services during your contracted hours unless you have approval to do so. This includes unpaid voluntary work or when you're on sick leave or on paid suspension.

If your job is graded at level G or H or the equivalent (the old scale six or below), we'll usually allow you to take on additional work outside of your working hours. However, this work should not conflict with, or negatively affect, the interests or image of Haringey Council.

If your job is graded at level F or above (the old SO1), you will need to get consent from the Council before engaging in other work. If you have any questions about outside interests please speak to your line manager or Human Resources.

Private work, which involves dealings with the Council, its contractors or suppliers, is not allowed.

3.7 Bribery and corruption

We're an accountable council, which means we're committed to upholding the highest ethical and legal standards and have a zero tolerance towards bribery and corruption.

Everyone, including others acting on our behalf, needs to act in accordance with the Bribery Act 2010. This means that we're all unable to offer, promise, give or accept a bribe either from within work or from or to someone outside of work.

We all have a responsibility to help detect, prevent and report instances of bribery and corruption. To help deal with this, we want people to feel that they can speak up and raise concerns about wrongdoing in the right way.

If you have any concerns, even if it's just a suspicion, please report them immediately using our [Whistleblowing policy](#).

If you feel that anyone is trying to bribe you or a colleague, or if you have evidence of corruption or inappropriate behaviour, please tell a manager straightaway.

3.8 Gifts and hospitality

There may be times when third parties such as existing or potential clients, conference delegates or visitors offer you goods or services in a professional capacity.

A gift may be accepted if it has a nominal value, is a genuine token of thanks and you've asked for your manager's advice on whether you can accept it or not. If you need to refuse a gift, please do it politely and firmly. Where you have reason to think that even a polite refusal may cause offence, please refer to our [Anti-bribery policy](#).

Offers of hospitality can't be accepted unless you're representing Haringey Council in the community. While it's acceptable to offer and receive a reasonable level of hospitality, this must never be seen as excessive.

Any offers to attend social, sporting, arts, cultural or other events should only be accepted when they are part of the life of the community or where the Council should be represented. Please make a record of these using a hospitality declaration form.

In any event, please declare all offers of gifts and hospitality to Human Resources.

Remember if you accept any bribes, money, favours, loans or gifts from an individual or an organisation that gives, or wants to give, us goods or services, you may be guilty of corruption.

3.9 Conflicts of interest

To maintain our values, it's important that you avoid situations where your work with us conflicts with your or someone else's private interests.

If you're aware of any conflict, or potential conflict, please tell your line manager and record it using a declaration of interests form.

3.10 Safety

We care about your safety and as our values testify, we are a human and accountable council. But we all have a responsibility to work in a way that doesn't put ourselves or others in risk of injury or danger.

We should all take responsibility for our own health and safety and the safety of the people we work with and have a duty of care to. If an accident happens it needs to be reported using the [Accident and Incident Management Procedure](#).

If you have any specific health and safety rules related to your work, it's important that you follow them. These include for example:

- food hygiene standards

- the use of safety clothing or equipment.

Our **accident and incident management procedure** will tell you the process you need to follow to report health and safety incidents.

3.11 Alcohol, drugs and smoking

3.11.1 Alcohol and drugs

It's important that we're professional at work and ready to meet the standards expected of us. Being under the influence of alcohol or drugs at work is not in line with our values and could have potentially very negative consequences. We ask that you don't:

- consume alcohol during your contracted working hours
- carry out work under the influence of alcohol or drugs, including prescribed medication, if it in any way affects the performance expected of you.

Your wellbeing is important to us and our alcohol and substance misuse policy aims to help people who may have, or think they may have, a problem with alcohol or drugs.

3.11.2 Smoking

Each of our workplaces are completely smoke-free which means that you can't smoke at work (this includes vaping and the use of e-cigarettes).

For more information, please read our no smoking at work policy.

3.12 Misconduct

The aim of our Code is to ensure that you're demonstrating our values to an acceptable standard. Any serious, blatant or repeated breaches of it could be viewed as gross misconduct.

We define gross misconduct as behaviour of an individual that is so serious, it leads us to consider whether we allow them to continue working with us.

In line with our values, there are some acts that could be described as gross misconduct, for example:

- removing, deliberately damaging or misusing council property
- using the internet, email, electronic software and information systems inappropriately
- acts of dishonesty, including theft and fraud
- deliberate falsification of statements, time sheets, expenses claims, etc.
- inappropriate or offensive behaviour towards customers or colleagues including bullying, sexual or racial harassment
- physical violence
- improper use of your position or the Council's name for personal gain including the soliciting or acceptance of bribes

- being under the influence of alcohol or drugs while at work
- deliberate failure or refusal to carry out reasonable management instructions relevant to the duties of your post.
- Recklessness, carelessness or negligence, causing loss, damage or injury; or a serious breach of health and safety practice.

These are just examples and are not intended to be exhaustive.

4. Roles and responsibilities

4.1 Employees

Everyone is expected to have read and be familiar with our Code of Conduct.

4.2 Directors, assistant directors, heads of service and line managers

If you're a manager, you have your own responsibilities under the Code including, but not limited to:

- ensuring your direct reports have read and understand the code
- giving permissions as set out in the code where appropriate
- identifying behaviours that are counter to the aims of the code.

4.3 Human Resources

The Chief Executive has overall responsibility for the operation of our Code.

Managers, as described above, and Human Resources also have their own operational responsibilities.

The responsibilities of Human Resources include ensuring that:

- the Code is kept up to date
- the Code is made available to all new employees
- the Code links to other relevant policies clearly
- permissions are recorded centrally and managers are advised on how to deal with breaches of the Code.

5. Further reading

The following policies and forms are available on our intranet:

- Customer care standards
- Gifts and hospitality declaration form
- Declaration of interest form
- Managing people and performance policies – disciplinary, grievance
- Wellbeing – no smoking policy
- Safety – accident and incident management procedure
- Whistleblowing policy

Document Control

| Approval Status | Re-draft |
|--|--|
| Version History | V5 |
| Summary of Change | HR draft with Communications input regarding formatting, narrative style and links to the Haringey values. |
| Contact (job title) | Reward Strategy Manager |
| Implementation date | |
| Review Date | |
| EqlA Date | |
| Decision making body & date of approval | Staffing & Remuneration Committee |
| Classification | |

NB Highlighted **text** indicates hyperlinks to policies, procedures or forms in the on-line version.

Report for: Staffing & Remuneration Committee

Title: People Report - December 2018

Report authorised by: Richard Grice, Director of Customers, Transformation & Resources

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

The People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers and sickness absence as shown in Appendix A.

6.1. People Report Headlines

- Since March 2018 the established workforce has continued to steadily decline with a slight increase in March 2019.
- For 2018/19 the average established workforce headcount was 2,178.
- The average employee tenure is 10.9 years.
- The average base pay per employee remains stable at around £36,000.

- Since March 2018 there has been a decrease of 11.7% in costs spent on Consultants/ interims across the Council.
- There has been an increase of 5.5% in the number of agency workers utilised by the Council in March 2019. However, when compared to March 2018 there has been a decrease of 3.1%.
- Overall the total workforce headcount has reduced by 1.6% when compared to March 2018.

7. Contribution to strategic outcomes

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

The production of this report will complement the reports produced by Finance to give officers and members a set of management controls that will help track the reduction in the workforce, both on and off payroll; and the associated spend across the Council.

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers; and performance management exercises.

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

8.1 Chief Finance Officer

This report recommends Committee to note the changes in the workforce over the period April 2018 to March 2019. The impact of these changes have already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from this report

9. Use of Appendices

Appendix A - People Report (March 2019)

10. Local Government (Access to Information) Act 1985

Not applicable.

People Report

Haringey Council Mar-19

| Measure | Data Period | Reporting Period | | | | | % Change | | |
|--|-------------|------------------|--------------|--------------|--------------|--------------|----------|-------------|-------------|
| | | Mar-18 | Jun-18 Q1 | Sep-18 Q2 | Dec-18 Q3 | Mar-19 Q4 | Status | Mar19-Mar18 | Mar19-Dec18 |
| Established Workforce | | | | | | | | | |
| Headcount | M | 2205 | 2207 | 2165 | 2163 | 2175 | ↑ | -1.4 | 0.6 |
| FTE | M | 1985.2 | 1975.6 | 1964.9 | 1962.5 | 1977.3 | ↑ | -0.4 | 0.8 |
| Cost base pay - monthly (£000) | M | £5,838 | £5,954 | £5,923 | £5,935 | £5,987 | ↑ | 2.5 | 0.9 |
| Cost base pay - annualised (£000) | M | £70,060 | £71,444 | £71,076 | £71,076 | £71,844 | ↑ | 2.5 | 1.1 |
| Average cost per FTE (£000) | M | £35.3 | £36.2 | £36.2 | £36.2 | £36.3 | ↑ | 3.0 | 0.3 |
| Off Payroll Workforce - Agency | | | | | | | | | |
| Headcount | M | 358 | 307 | 316 | 329 | 347 | ↑ | -3.1 | 5.5 |
| FTE | M | 278.0 | 264.0 | 275.3 | 287.1 | 311.6 | ↑ | 12.1 | 8.5 |
| Cost - monthly (£000) | M | £1,292 | £1,209 | £1,237 | £1,394 | £1,628 | ↑ | 26.0 | 16.8 |
| Cost - annualised (£000) | M | £15,501 | £14,513 | £14,847 | £16,726 | £19,530 | ↑ | 26.0 | 16.8 |
| % Agency of total workforce | M | 12.3 | 11.8 | 12.3 | 12.8 | 13.6 | ↑ | 10.8 | |
| Off Payroll Workforce - Consultants/Interims | | | | | | | | | |
| Headcount | M | 21 | 14 | 17 | 20 | 20 | → | -4.8 | 0.0 |
| FTE | M | 20.2 | 13.4 | 15.4 | 17.6 | 18.0 | ↑ | -10.9 | 2.3 |
| Cost - monthly (£000) | M | £241 | £136 | £169 | £149 | £213 | ↑ | -11.7 | 43.1 |
| Cost - annualised (£000) | M | £2,896 | £1,631 | £2,024 | £1,788 | £2,559 | ↑ | -11.7 | 43.1 |
| Total Workforce (Established + Agency/Consultants/Interims) | | | | | | | | | |
| Headcount | M | 2584 | 2528 | 2498 | 2512 | 2542 | ↑ | -1.6 | 1.2 |
| FTE | M | 2283.4 | 2253.0 | 2255.7 | 2267.1 | 2306.9 | ↑ | 1.0 | 1.8 |
| Cost - monthly (£000) | M | £7,371 | £7,299 | £7,329 | £7,478 | £7,828 | ↑ | 6.2 | 4.7 |
| Cost - annualised (£000) | M | £88,457 | £87,589 | £87,947 | £89,589 | £93,933 | ↑ | 6.2 | 4.8 |
| Leavers | | | | | | | | | |
| Headcount | RY | 298 | 272 | 312 | 295 | 299 | ↑ | | |
| FTE | RY | 262.7 | 242.1 | 253.7 | 240.3 | 248.8 | ↑ | | |
| % Resignation/retirement | RY | 63 | 68 | 62 | 61 | 60 | ↓ | | |
| % TUPE | RY | 1 | 0 | 6 | 6 | 6 | → | | |
| % Redundancy | RY | 23 | 19 | 19 | 20 | 21 | ↑ | | |
| % Other | RY | 12 | 13 | 13 | 14 | 13 | ↓ | | |
| Starters | | | | | | | | | |
| Headcount | RY | 248 | 255 | 258 | 249 | 279 | ↑ | | |
| FTE | RY | 219.3 | 222.9 | 229.5 | 227.3 | 252.2 | ↑ | | |
| % Permanent appointments | RY | 69 | 68 | 67 | 65 | 68 | ↑ | | |
| % Fixed term appointments | RY | 26 | 30 | 32 | 34 | 29 | ↓ | | |
| % Temporary appointments | RY | 5 | 2 | 1 | 1 | 3 | ↑ | | |

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows
The arrows indicate the change between the current reporting period and the previous period:

| | |
|---|-----------|
| ↑ | Increase |
| ↓ | Decrease |
| → | No Change |

Analysis

The Council's average established workforce headcount for 2018/19 was 2,178 staff. Since March 2018 the established workforce has continued to steadily decline with a slight increase in March 2019 and the average cost per FTE has remained stable at around £36K.

The average employee tenure is 10.9 years.

Priority X amounts to 32% of the Council's workforce.

In March 2019 the agency worker usage has increased, which is mainly due to Priority 3 increasing its utilisation of agency workers by 17, to cover Civil Enforcement Officer roles, when compared to the previous quarter.

Priority 1 attributes to 29% of the Council's agency usage, covering pivotal roles such as Social Workers and Service Managers.

Whilst the level of Consultant/ Interim engagement has remained the same for the last 2 quarters costs have increased in March 2019 as a result of FTE increasing by 0.4. However, when comparing data to March 2018 there has been an overall decrease in headcount, FTE and costs, which has now been completed.

The majority of consultants/ interims are currently engaged in Priority X, this is due to the various programmes/ projects we currently have running such as FOBO. In addition, we had a number of posts in Finance being covered while they completed their restructure.

Overall, the Council's headcount, FTE & costs have increased in March 2019, however when compared to March 2018 the total workforce has reduced by 1.6%.

The Council has had 299 leavers during the rolling period of April 2018 to March 2019 with 60% leaving due to resignation or retirement. There has been a slight increase in the number of redundancies in the last rolling year.

Priority 1 continues to have the highest number of leavers with the majority of roles from Early Help.

The number of leavers in the last 2 years has been fairly similar.

In March 2019 the number of new starters employed by the Council has increased when compared to the last rolling year period.

Priority 2 attributes to 29% of new starters covering pivotal front line roles such as Escorts and Social Workers; of which 40% were offered a permanent contract of employment with the Council.

People Report
Haringey Council
Mar-19



| Measure | Data Period | Reporting Period | % Change | Analysis |
|---------|----------------|------------------|----------|----------|
|---------|----------------|------------------|----------|----------|

People Report

Haringey Council Mar-19

| Measure | Data Period | Reporting Period | % Change |
|---------|-------------|------------------|----------|
|---------|-------------|------------------|----------|

Sickness Absence

| | Data Period | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Status | Mar19 -Mar18 | Mar19-Dec18 |
|-------------------------------------|-------------|--------|--------|--------|--------|--------|--------|--------------|-------------|
| | | | Q1 | Q2 | Q3 | Q4 | | | |
| Sickness rate (average days) | RY | 8.4 | 8.9 | 9.0 | 9.2 | 9.5 | ↑ | 12.6 | 3.2 |
| Long term sickness rate (20+ days) | RY | 5.2 | 5.6 | 5.5 | 5.7 | 6.2 | ↑ | 18.5 | 7.6 |
| Short term sickness rate (<20 days) | RY | 3.2 | 3.3 | 3.4 | 3.4 | 3.3 | ↓ | 3.1 | -3.7 |
| Sickness cost (£000) | RY | £1,992 | £2,222 | £2,240 | £2,392 | £2,430 | ↑ | 22.0 | 1.6 |

My Conversation Outcomes

| | Jan-18 | Jul-18 | Jan-19 | |
|----------------------------|--------|--------|--------|---|
| % My Conversation outcomes | 40 | 72 | 84 | ↑ |
| % Nil return | 58 | 22 | 6 | ↓ |
| % Out of scope | 2 | 6 | 10 | ↑ |
| % Excellent achiever | 5 | 5 | 7 | → |
| % Strong achiever | 14 | 14 | 16 | → |
| % Ambitious achiever | 18 | 17 | 19 | ↓ |
| % Haringey gold | 25 | 33 | 30 | ↑ |
| % Task motivated | 5 | 4 | 5 | ↓ |
| % Values motivated | 4 | 5 | 5 | ↑ |
| % Task focused | 9 | 9 | 11 | → |
| % Values driven | 5 | 6 | 4 | ↑ |
| % Scope to improve | 16 | 6 | 4 | ↓ |

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows
The arrows indicate the change between the current reporting period and the previous period:

| | |
|---|-----------|
| ↑ | Increase |
| ↓ | Decrease |
| → | No Change |

Analysis

Council Sickness Target: 6 days
The average days lost and long term sickness has increased when compared to December 2018, as a result sickness cost has also increased by 1.6%. When comparing sickness data to March 2018 there has been an increase across the board. Priority X currently has the highest sickness rate across all other priority areas, which is followed by Priority 1 and Priority 3.

HR Business Partners will continue to work with service areas with regards to compliance, quality and moderation of My Conversation.
The next My Conversation data collection will be in July 2019 for the period January to June 2019 and will be presented to Corporate Board shortly after.

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