

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 3rd March, 2020, 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 - 4)**

To confirm and sign the minutes of the meeting held on 6 February 2020 (**to follow**).

To confirm and sign the minutes of the Special Staffing and Remuneration Committee held on 31 January 2020 and 6 February 2020.

## **7. RECRUITMENT AND RETENTION OF SOCIAL WORKERS WITHIN CHILDREN'S SERVICES - UPDATE (PAGES 5 - 12)**

The purpose of this paper is to provide an update on the current recruitment and retention strategies for qualified Social Workers within Children's Services. This report was requested by the Chair of Staffing & Remuneration Committee.

## **8. CALCULATION OF APPRENTICE PAY RATES (PAGES 13 - 16)**

This report sets out the rationale for amending the calculation of the pay rate to align with the London Living Wage.

## **9. PEOPLE REPORT - DECEMBER 2019 (PAGES 17 - 26)**

This 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.

**10. FORWARD PLAN TO MARCH 2021 (PAGES 27 - 28)**

This report informs the Staffing & Remuneration Committee of upcoming reports detailed on the Forward Plan until the end of the next municipal year.

**11. NEW ITEMS OF URGENT BUSINESS**

**12. EXCLUSION OF PRESS AND PUBLIC**

Items 12-13 are likely to be subject to a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**13. EXEMPT MINUTES (PAGES 29 - 32)**

To confirm and sign the exempt minutes of the Special Staffing and Remuneration Committee held on 31 January 2020 and 6 February 2020.

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

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

Monday, 24 February 2020

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## **MINUTES OF MEETING STAFFING AND REMUNERATION COMMITTEE HELD ON FRIDAY, 31ST JANUARY, 2020, 3.30 PM**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), Mark Blake, Zena Brabazon and Tammy Palmer**

### **13. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

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

Apologies for absence were noted from Councillors Berryman, Bull, Dennison and Rice.

Councillor Brabazon was in attendance as substitute for Councillor Bull, and as the relevant Cabinet Member. Councillor Mark Blake was in attendance as substitute for Councillor Rice. Councillor Palmer was in attendance as substitute for Councillor Dennison.

### **15. URGENT BUSINESS**

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

### **16. DECLARATIONS OF INTEREST**

None.

### **17. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR EARLY HELP AND PREVENTION**

The Committee considered the report of the Director of Children's Services on the appointment to the position of Assistant Director for Early Help and Prevention. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

#### **RESOLVED that**

- a. Curtis Ashton be appointed to the position of Assistant Director for Early Help and Prevention on a fixed term contract or secondment basis for a period of 18 months, subject to the objections process of the Cabinet whereby this

Committee may only make or approve the appointment of the Assistant Director for Safeguarding and Social Care when:

- (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.
- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director for Early Help and Prevention will be on the salary that is proposed to the Committee. This will be in the range of £99,600 - £115,800 as set out in the Council's Pay Policy Statement.
- c. Subject to (a) above, that this appointment will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.

**18. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**19. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR EARLY HELP AND PREVENTION**

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

**MINUTES OF MEETING STAFFING AND REMUNERATION  
COMMITTEE HELD ON THURSDAY, 6TH FEBRUARY, 2020, 4.00  
- 4.15 PM**

**PRESENT:**

**Councillors: Makbule Gunes (Chair), Emine Ibrahim and Tammy Palmer**

**1. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

**2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were noted from Councillors Berryman, Bull, Dennison and Rice.

Councillor Ibrahim was in attendance as substitute for Councillor Bull, and as the relevant Cabinet Member. Councillor Palmer was in attendance as substitute for Councillor Dennison.

**3. URGENT BUSINESS**

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

**4. DECLARATIONS OF INTEREST**

None.

**5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR HOUSING**

The Committee considered the report of the Director of Housing, Regeneration and Planning on the appointment to the position of Assistant Director for Housing. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

The Committee had interviewed two candidates, and it was noted that both candidates interviewed were of a very high standard and both were appointable. The Committee therefore agreed that if Robbie Erbmann (Candidate A) decided not to accept the role for any reason, that Candidate B would be offered the role.

**RESOLVED that**

- i. Robbie Erbmann be offered the post of Assistant Director for Housing, subject to the objections process of the Cabinet whereby this Committee**

may only make or approve the appointment of the Assistant Director for Housing when:

- (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;
- ii. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director for Housing will be on the salary that is proposed to the Committee. This will be in the range of £99,600 - £115,800 as set out in the Council's Pay Policy Statement, and as agreed in the exempt section of the meeting;
- iii. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council; and
- iv. In the event of Mr Erbmänn not accepting the role for any reason, the role be offered to Candidate B.

**6. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**7. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR HOUSING**

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....



**Report for:** Staffing & Remuneration Committee, 3 March 2020

**Item number:**

**Title:** Recruitment and Retention of Social Workers within Children's Services - update

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

**Lead Officer:** Brenda McMahon - HR Business Partner for Children's Service

**Ward(s) affected:** None

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

**1. Describe the issue under consideration**

- 1.1 The purpose of this paper is to provide an update on the current recruitment and retention strategies for qualified Social Workers within Children's Services. This report was requested by the Chair of Staffing & Remuneration Committee.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

- 3.1 That the committee note the contents of this report.

**4. Reason for Decision**

Not applicable.

**5. Alternative options considered**

Not applicable.

**6. Background information**

**6.1 National Challenges:**

- 6.1.1 According to the most recent Department for Education Social Work statistics in England, there are currently 398,430 Children In Need (CIN) with an estimated 670,000 children living in 'high risk' situations.<sup>1</sup> Official statistics illustrate that, between 2010 and 2016, the rate of all CIN per 100,000 decreased by 1%, moreover the rate of children issued with Child Protection Plans increased by 24% and the rate of looked

after children increased by 9%.<sup>ii</sup> Worryingly, it is estimated by 2020, there may be an estimated 5 million children living in poverty in England.<sup>iii</sup>

- 6.1.2 From a national context with regards to the overall Qualified Social Worker workforce data issued in February 2018, the number of Children and Family Social Workers as of 30<sup>th</sup> September 2017 was 30,670. The national average turnover rate for Social Workers stood at 15% and 4,000 (FTE) of the 5,340 (FTE) agency workers working as children and family social workers were covering vacancies – this equates to 75% (FTE) of all agency workers covering vacancies.<sup>iv</sup>
- 6.1.3 As well as increased demands on services, there have also been budgetary pressures. Since 2010, there has been a fall in local spending power with cuts of early support services and budget reserves being utilised to bridge the gap.<sup>v</sup> In 2015/2016, there was an estimated overspend of £605 million on Local Authorities Children’s Services budgets.<sup>vi</sup> By 2025, it is estimated that Local Authorities are facing a £3 billion funding gap for Children’s Services with a further drop in the Early Intervention Grant by £183 million.<sup>vii</sup>
- 6.1.4 Where the Social Work workforce is concerned, the profession is showing signs of strain. Some of the strains associated with the Social Worker profession include stress related burnout with 63% of leavers in 2018 having worked less than five years.<sup>viii</sup> There is also a national shortage of experienced social workers, although in 2018 the number of newly qualified social workers increased in contrast to previous years.<sup>ix</sup>
- 6.1.5 Across England, Local Authorities have responded differently to these signs of strain. In London, caseloads on average are lower with a high dependency on agency workers. In the North and parts of the Midlands, caseloads tend to be higher with a lower dependency on agency workers.
- 6.1.6 When undertaking their inspections Ofsted are interested in a number of aspects including core aspects of the stability of the workforce, social worker development opportunities, supervision practices, caseloads levels and leadership support. Two recent examples of Ofsted Inspections for Brighton and Hove Council and Tameside Council clearly demonstrate the value which Ofsted place on the stability of the workforce. Brighton and Hove Council has been praised by Ofsted for its strategy in ending the use of agency social workers.<sup>x</sup> In contrast, Tameside Council has been rated as inadequate due to a number of reasons including a 41% social worker agency dependant workforce.<sup>xi</sup>

## 6.2 Local Challenges

- 6.2.1 As well as responding to National challenges, Haringey Council’s Children’s Services department also have local challenges to respond to. The London Borough of Haringey is an exceptionally diverse and fast-changing borough with a population of 258,912.<sup>xii</sup> The London Borough of Haringey is one of the most diverse boroughs in London with 80.6% of children in schools describing themselves as non-White British compared with London and England (65% and 23% respectively). One in five of the population is aged between 0-19 years and it has the 8th highest child poverty rate in London and the 11th in England.<sup>xiii</sup>

6.2.2 The current qualified Social Worker workforce within Haringey Council's Children's Services stands at 207 out of a total departmental workforce of 695. As of January 2020, the qualified social worker profile broken down by role was:

Role Title	Number of Roles
Social Worker	127
Child Protection Advisor /Independent Reviewing Officers	7
Senior Practitioner	28
Team Manager	29
Service Manager	8
Head of Service	4
Principal Social Worker	1
Assistant Directors	2
Director of Children Services	1
Total	207

6.2.3 The specific challenges which the Social Worker workforce face in Haringey Council include:

- a. Above national average agency social worker fill rate. As of December 2019, the agency fill rate stood at 34%.
- b. High agency spend rate - The current average monthly spend on agency workers for Children's Services over the period June 2019 to December 2019, is £450k.
- c. Turnover rate of permanent social worker - As of December 2019, the permanent social worker turnover rate was 10.5%. The permanent social worker turnover target is 8%.
- d. Above Council average sickness rate - For December 2019, the average sickness days in Haringey Council was 9 days with Children's Services being at 11 days. According to the Local Authority Interactive Tool (LAIT) website Haringey Council's Children's Services absence rate was 2.3% for 2018 which is below the Council's neighbouring boroughs 2.62% and below England's average 3.2%.
- e. The difference of salary costs inclusive of on costs between qualified frontline social workers and agency social workers is low at £6k. Therefore, there are not significant cost savings to be made by converting agency social workers to permanent social workers. The focus is on having a permanent social worker establishment for practice improvement and to support relationships with children, young people and families so that they do not have many changes of social workers.

6.2.4 In addressing these challenges, there are a number of workforce specific initiatives and strategies which are being undertaken. These workforce initiatives and strategies involve a wide range of stakeholders and are interlinked to other strategies such as the Medium Term Financial Strategy (MTFS) and the Children's Services Improvement Programme.

### 6.3 Recruitment and Retention Strategies

6.3.1 The purpose of these workforce initiatives and strategies is to increase levels of employee engagement and mobility, increase workforce related cost-efficiencies and ultimately futureproof Children's Services.

6.3.2 The key objectives which underpin the initiatives and strategies are:

- a. Recruiting a sufficient and skilled workforce
- b. Ensuring our offer is comparable with other Local Authorities
- c. Retention

6.3.3 Within the Recruitment objective, there are a number of actions being undertaken. These include:

- a. Meeting monthly with Haringey Council's resourcing partner HAYS and going through the monthly Recruitment management information.
- b. Following up with any actions plan once this management information has been analysed.
- c. Developing a recruitment attraction strategy for permanent Social Workers, agreement on Key Performance Indicators (KPIs) and Service Level Agreements (SLAs).
- d. Implementation of a digital recruitment strategy and a review of all Recruitment processes.
- e. Implementation of a 'gifted worker' strategy
- f. To develop our recruitment pipeline by recruiting newly qualified social workers and providing them with effective support.
- g. To further develop our recruitment pipeline with increased numbers of apprentices, step up students and student placement students.
- h. To convert skilled agency workers to permanent social workers
- i. To recruit experienced workers through our own local networks and through international recruitment.
- j. HAYS, the Council's resourcing partner were tasked with a number of actions including to successfully recruit an agreed number of qualified social worker roles within a specific timeframe with the aim of the qualified social worker target being reduced to 20%
- k. In February 2020, there were 7 external qualified social workers who accepted job offers.
- l. To create a standard Recruitment management information dashboard. This has been implemented.
- m. To review the operation of Tier 2 suppliers. The service meets with the Tier 2 suppliers once a quarter at a suppliers meeting.
- n. Continuing to ensure that there is greater onsite support from HAYS.
- o. Supporting with the recruitment with the Invest to Save Projects for Children's Services.

6.3.4 The Recruitment and Retention payments for qualified social workers are:

**Table 1 – Recruitment – Current Payment Schedule**

Recruitment Payment Schedule	
Target Area	T1 (Assessment and Safeguarding)
Amount	Trigger
£1,000	On appointment
£1,000	Immediately after the satisfactory completion of probation and the review against the capability framework at 6 months.
£1,000	Immediately after the satisfactory completion of the programme of work at the end of the first 12 months.

**Table 2 – Retention – Current Payment Schedule**

Retention Payment Schedule	
Target Area	T1 (Assessment and Safeguarding)
Amount	Trigger
£1,500	Every 6 months. First payment for those appointed on or after 1 <sup>st</sup> January 2018 will be immediately after the end of the first 18 months.
Target Area	T2 (Children in Care and Placements)
Amount	Trigger
£1,000	Every 6 months. First payment for those appointed on or after 1 <sup>st</sup> January 2018 will be immediately after the end of the first 18 months.
Target Area	T3 (All other social workers, senior practitioners, team managers, IROs and CPAs)
Amount	Trigger
£750	Every 6 months. First payment for those appointed on or after 1 <sup>st</sup> January 2019 will be immediately after the end of the first 18 months.

6.3.5 Within the Retention objective, these actions centre on:

- a. Maintaining appropriate caseloads and a safe and supportive environment for social workers to practice in.
- b. Delivering on the training and leadership training opportunities as part of the Children's Services Training Academy. The Training Academy focuses on three key areas; providing training opportunities for qualified and unqualified roles, leadership development and supporting the grow our own strategy. This Academy was implemented as of the 4th November 2019.
- c. Introduction of 'Celebrating Success' employee awards specifically for Children's Services. This is scheduled to be launched in March 2020.
- d. Continue to improve completion rates for My Conversation.
- e. The utilisation of appreciation pin boards where positive feedback can be displayed.
- f. Delivering a series of Training workshops for all Children's Services Managers.
- g. Continue to develop clear career pathways and embedding a culture of learning and knowledge sharing.

- h. To embed the Children's Services Workforce Health and Wellbeing strategy which aligns to the Haringey Council's Workforce Health and Wellbeing strategy.
- i. Ensuring our recruitment and retention offer is competitive in comparison to our Local Authority counterparts. Recent benchmarking analysis carried out advised that Haringey Council were over ranked number 5 with regards to competitiveness. This was out of 10 London Local Authorities.

6.3.6 These actions are aligned to the changing needs of the Children's Services department. It should be noted that some of these actions have been completed and others continue to be worked on.

6.3.7 The Children's Services Workforce Plan 2020 – 2023 is currently being worked on.

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

7.1 The Recruitment and Retention strategies are key elements in ensuring that the Council has a sufficient, stable and appropriately qualified workforce to deliver on its commitment to enable every child and young person to enjoy the best start in life.

## **8 Statutory Officers' comments**

### **8.1 Chief Finance Officer**

The current recruitment and retention monetary reward scheme was approved by the Staffing and Remuneration Committee in 2015 and was implemented in January 2016 following revision of a previously agreed scheme. This remains the same as detailed in this paper. The previous scheme pre January 2016 limited recruitment and retention payments to £1.5k per year, and £2k per year respectively for social workers, senior practitioners and team managers.

Spending on social workers is a significant part of the costs of Children's Services. The total Children's staffing budget is £29.4m, of which £14.8m (50%), is within the Safeguarding and Social Care service. In general, agency staff cost more than equivalent permanent employees, so the high level of social workers is a major contributor to staffing overspends.

As at November 2019 the total Qualified establishment is 201 with 132 permanent staff, 69 agency and 4 vacancies (excludes Heads of Service, Assistant Director and Director Roles). The agency rate is 34% and above the London Borough's agency average of 24%. The closer to 0% agency the more likely to spend within budget.

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

There are no legal implications arising from the report.

## **9 Use of Appendices**

Not applicable.

## **10 Local government (Access to Information) Act 1985**

Not applicable.

## **Bibliography**

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- <sup>i</sup> Children’s Commissioner, 2017, ‘On measuring the number of vulnerable children in England’, <https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/07/CCO-On-vulnerability-Overveiw.pdf>
- <sup>ii</sup> Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/656395/SFR61-2017\\_Main\\_text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf)
- <sup>iii</sup> <https://www.insidehousing.co.uk/news/news/five-million-british-children-sentenced-to-poverty-by-2020-40013>
- <sup>iv</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/681546/SFR09-2018\\_Main\\_Text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/681546/SFR09-2018_Main_Text.pdf)
- <sup>v</sup> Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/656395/SFR61-2017\\_Main\\_text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf)
- <sup>vi</sup> <https://www.local.gov.uk/about/campaigns/bright-futures/bright-futures-childrens-services/childrens-services-funding-facts>
- <sup>vii</sup> <https://www.local.gov.uk/about/campaigns/bright-futures/bright-futures-childrens-services/childrens-services-funding-facts>
- <sup>viii</sup> Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/656395/SFR61-2017\\_Main\\_text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf)
- <sup>ix</sup> Department for Education, 2017, ‘Characteristics of Children in Need: 2016-2017 England’, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/656395/SFR61-2017\\_Main\\_text.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656395/SFR61-2017_Main_text.pdf)
- <sup>x</sup> <https://www.cypnow.co.uk/cyp/news/2005681/council-gets-good-ofsted-rating-after-ending-agency-worker-use>
- <sup>xi</sup> <http://www.communitycare.co.uk/2018/09/18/inadequate-service-struggling-41-agency-social-workers-practitioners-leave-management-changes/>
- <sup>xii</sup> [https://www.haringey.gov.uk/sites/haringeygovuk/files/130625\\_final\\_child\\_poverty\\_strategy\\_2013-15\\_2.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/130625_final_child_poverty_strategy_2013-15_2.pdf)
- <sup>xiii</sup> [https://www.haringey.gov.uk/sites/haringeygovuk/files/130625\\_final\\_child\\_poverty\\_strategy\\_2013-15\\_2.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/130625_final_child_poverty_strategy_2013-15_2.pdf)

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**Report for:** Staffing & Remuneration Committee

**Item number:**

**Title:** Calculation of Apprentice Pay Rates

**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**

- 1.1. Apprenticeships are an opportunity to combine paid work with training and receive nationally recognised qualifications along the way. They also provide individuals with an excellent opportunity to gain first-hand experience of how the workplace operates.
- 1.2. The calculation of the apprentice pay rate was agreed by the Staffing & Remuneration Committee in 2015.
- 1.3. This report sets out the rationale for amending the calculation of the pay rate to align with the London Living Wage.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

- 3.1. To approve the proposal to change the calculation of the apprentice pay rate as set in the report with effect from 1<sup>st</sup> April 2020.

**4. Reason for Decision**

Not applicable.

**5. Alternative Options Considered**

An alternative option would be to remain on current salary terms.

## **6. Background information**

- 6.1. Haringey Council's apprenticeship scheme is open to anyone aged 16 or over and is based on a 30-hour week. The expectation is for the apprentice to attend college for one day a week and the remainder of the week in the workplace.
- 6.2. The length of an apprenticeship will be dependent on the type of qualification being undertaken and the minimum length of a course is one year to complete successfully.
- 6.3. The Council pays its apprentices £14,829.18 (£246.97 per week for the first six months and £323.38 thereafter), subject to probation per annum.

## **7. Calculation of the Apprentice Pay Rate**

- 7.1. The National Minimum Wage for apprentices is currently £3.90 per hour and will go up to £4.15 on 1<sup>st</sup> April 2020, but many employers including Haringey Council choose to pay more than this. At Haringey the pay range is between £8.21 (£8.72 on 1<sup>st</sup> April 2020) to £10.75 per hour.
- 7.2. The current pay calculation for apprentices was agreed by the Staffing & Remuneration Committee based on a 30-hour week, with the first six months fixed at the National Living Wage and the next six months fixed at the London Living Wage. As a salary, this translates to £14,829 for the apprentice and for the employer £19,599 when including employers' contributions for pension and national insurance.
- 7.3. The Council is committed to paying the UK Living Wage, which is a voluntary initiative sponsored by the Living Wage Foundation. Whilst the terms of the Living Wage accreditation do not require the Council to pay the Living Wage to apprentices, this report is seeking authorisation to pay apprentices the London Living Wage for the full term of their apprenticeship. For the apprentice this translates to an annual salary of £16,816 and fully costed this would cost the employer £22,385 per annum.
- 7.4. We currently employ fourteen apprentices and the direct impact on the budget would be £39,004 and proportionately greater when the number of apprentices increases.

## **8. Contribution to strategic outcomes**

- 8.1. The development of an apprenticeship approach and offer contributes to the Workforce Development Strategy 2019-2023 and Borough Plan of same period. The apprenticeship scheme is an important element of the Council's overall resourcing programme in addition to offering a route into the workplace for those not currently in employment or education.

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

### **9.1 Chief Finance Officer**

The proposed change to the calculation of the apprentice pay rate will increase the annual cost of an apprentice by £2,786 from £19,599 to £22,385, although £559 of this increase would have been incurred regardless due to the increase in the National Living Wage from April 2020. Based on the current level of fourteen apprentices this represents an additional cost of £39,004, although with the aspiration to create up to 200 Council apprentices the cost implication will ultimately be considerably higher.

**9.2 Assistant Director of Corporate Governance**

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. There are no legal implications arising from this report.

**10. Use of Appendices**

Not applicable.

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

Not applicable.

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**Report for:** Staffing & Remuneration Committee, 3 March 2020

**Item number:**

**Title:** People Report - December 2019

**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. A copy of the Council's Corporate Employee Profile, as at December 2019, can be found at Appendix B.

**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

- 6.1.1 In December 2019 the established workforce has continued to steadily decrease since March 2019. The average cost per full time equivalent continues to remain stable at approximately £38,000.
- 6.1.2 The level of Consultant and Interim engagement has reduced by a headcount of 11 since March 2019. Costs have reduced significantly due to the compulsory leave Consultant/ Interims (as well as employees) are obliged to take during December.
- 6.1.3 There has been a small increase of 2.7% in the number of agency workers utilised by the Council in December 2019. The main roles being covered by agency workers continues to be frontline roles such as Family Support Workers and Social Workers, whilst permanent recruitment is undertaken.
- 6.1.4 One of the Borough Plan outcomes is to increase the percentage of the workforce aged under 40, which is currently 25%. The median across London Boroughs for this age group is 31.6%. During the last rolling year period 51% of new starters appointed were from this age group.
- 6.1.5 All sickness rates have improved across the board and costs have reduced by 0.4% when compared to the previous quarter.
- 6.1.6 The return rate for January 2020 My Conversation was 86% and the set target of 85% was achieved.

## 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 2019 to December 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**

The Assistant Director of Corporate Resources was consulted in the preparation of this report. There are no legal implications arising from this report.

**9. Use of Appendices**

Appendix A - People Report (December 2019)

Appendix B - Corporate Employee Profile (December 2019)

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

Not applicable.

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Appendix A

Haringey Council  
Dec-19



Measure	Data Period	Reporting Period				Status	% Change
		Mar-19	Jun-19	Sep-19	Dec-19		
<b>Established Workforce</b>							
Headcount	M	2175	2173	2168	2152	↓	-0.7
FTE	M	1977.3	1969.6	1963.4	1952.8	↓	-0.5
Cost base pay - monthly (£000)	M	£5,987	£6,171	£6,139	£6,134	↓	-0.1
Cost base pay - annualised (£000)	M	£71,844	£74,054	£73,669	£73,602	↓	-0.1
Average cost per FTE (£000)	M	£36	£38	£38	£38	↑	
<b>Off Payroll Workforce - Agency</b>							
Headcount	M	340	443	480	493	↑	2.7
FTE	M	308.6	380.0	420.0	432	↑	3.0
Cost - monthly (£000)	M	£1,529	£1,975	£2,263	£2,254	↓	-0.4
Cost - annualised (£000)	M	£18,348	£23,705	£27,162	£27,050	↓	-0.4
% Agency of total workforce	M	13.5	16.2	17.6	18.1	↑	
<b>Off Payroll Workforce - Consultants/Interims</b>							
Headcount	M	23	13	13	12	↓	-7.7
FTE	M	20.6	11.6	11.6	11.0	↓	-5.2
Cost - monthly (£000)	M	£253	£145	£143	£91	↓	-36.1
Cost - annualised (£000)	M	£3,040	£1,737	£1,714	£1,095	↓	-36.1
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>							
Headcount	M	2538	2629	2661	2657	↓	-0.2
FTE	M	2306.5	2361.2	2395.0	2396.2	↑	0.1
Cost - monthly (£000)	M	£7,769	£8,291	£8,545	£8,479	↓	-0.8
Cost - annualised (£000)	M	£74,884	£99,496	£102,545	£101,747	↓	-0.8
<b>Leavers</b>							
Headcount	RY	299	310	271	312	↑	
FTE	RY	248.8	259.4	245.6	282.0	↑	
% Resignation/retirement	RY	60	61	72	66	↓	
% TUPE	RY	6	5	0	2	↑	
% Redundancy	RY	21	21	12	18	↑	
% Other	RY	13	13	16	14	↓	
No. Leavers Aged <40	RY	122	116	123	130	↑	
<b>Starters</b>							
Headcount	RY	279	277	299	294	↓	
FTE	RY	252.2	252.9	271	266.9	↓	
% Permanent appointments	RY	68	69	67	64	↓	
% Fixed term appointments	RY	29	27	29	31	↑	
% Temporary appointments	RY	3	4	4	5	↑	
No. New Starters Aged <40	RY	134	135	154	151	↓	

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 established workforce has continued to decrease further in this quarter.  
The average cost per FTE has remained stable at approx. £38k since June 2019.

In December 2019 the utilisation of agency workers has continued to increase. Children's Services (25%) has the highest utilisation of agency workers across the Council, with the majority of roles being covered are single front line roles such as Family Support Workers and Social Workers. Haringey continues to have a slightly higher % agency of total workforce at 16.2%, the median across all London Boroughs is 12.5% as per 2018/19 Human Capital Metrics Survey.  
The Council aims to reduce the usage of this type of workforce, however there will also be pockets across the organisation that will need to use agency workers to help fill short term or stop gap situations where the Council needs to address an imbalance in the workforce or workload.

The level of Consultants/ Interims engagement has decreased when compared to the previous quarter. Costs have also reduced significantly due to the reduction of one in headcount and due to compulsory leave that Consultants/ Interims (including employees) are obliged to take during December 2019 as part of the overall workforce strategy.

Overall the Council's total workforce has continued to reduce, although FTE has increased by 1.2 therefore costs have increased by 0.8%.

During the last rolling year period the Council has had 312 leavers, of which 42% were aged under 40.  
Children's services attributes to 30% of leavers, with the majority of leavers covering pivotal roles in the area of social work such as: Early Years Officer; Escort; Family Support Worker; Senior Practitioner and Social Worker.  
A further 25% of leavers are from Customers, Transformation & Resources

Whilst our established headcount continues to reduce we are still recruiting a sufficient amount of new employees and this could be as a result of needing to fill pivotal roles in the Council.  
One of the Borough Plan outcomes is to increase the % of the workforce aged under 40 (currently 25%) and whilst 42% of leavers were in this age group, 51% of new starters were also from this age group.  
The median across London Boroughs for this age group is 31.6%.

Appendix A

Haringey Council  
Dec-19



Measure	Data Period	Reporting Period				% Change
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**Sickness Absence**

		Mar-19	Jun-19	Sep-19	Dec-19	Status	Dec19-Sep19
Sickness rate (average days)	RY	9.5	9.5	9.4	9.1	↓	
Long term sickness rate (20+ days)	RY	6.1	6.2	6.3	6.1	↓	
Short term sickness rate (<20 days)	RY	3.4	3.3	3.1	3.0	↓	
Sickness cost (£000)	RY	£2,508	£2,255	£2,165	£2,156	↓	-0.4

**My Conversation Outcomes**

	Jan-19	Jul-19	Jan-20	
% My Conversation outcomes	84	82	77	↓
% Nil return	6	8	14	↑
% Out of scope	10	10	9	↓
% Excellent achiever	7	5	6	↑
% Strong achiever	16	18	19	↑
% Ambitious achiever	19	14	14	→
% Haringey gold	30	36	38	↑
% Task motivated	5	3	3	→
% Values motivated	5	4	4	→
% Task focused	11	11	9	↓
% Values driven	4	5	5	→
% Scope to improve	4	2	2	→

**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  
 All sickness rates have improved when compared to the last reporting period.  
 The median across London Boroughs for average sick days is 8.3 days; 5 days for Long Term Sickness and 3.18 days for Short Term and the median for sickness cost is £2.5 million.  
 HR Business Partners will continue to work with Directors to look at addressing any high sickness rates across their service areas.

The overall return rate for My Conversation is 86%, the set target of 85% has been achieved. Of the 86%, 77% had a My Conversation Map position and this has decreased by 5% when compared to the previous data collection in July 2019. The % of nil returns have increased by 6%.  
 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 July 2020 for the period January to June 2020.



**Corporate Employee Profile December 2019**

Period: January 2019 to December 2019

Data as at 31/12/2019

Profile by Services	Adults & Health		Children's Services		Corporate Governance		Customers, Transformation & Resources		Director of Finance		Environment & Neighbourhoods		Housing, Regeneration & Planning		Haringey December 2019		Haringey September 2019		Targets
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	
Headcount	402		582		80		486		57		329		209		2,145		2,172		
Full-time equivalent (FTE)	374.1		496.8		78.7		442.5		54.6		312.9		193.9		1,953.5		1,974.3		
Top 5% of earners - Female	13	25.5	11	21.6	3	5.9	11	21.6	1	2.0	4	7.8	8	15.7	51	51.5	54	51.4	50.0
Top 5% of earners - BAME	5	19.2	5	19.2	7	26.9	4	15.4	1	3.8	2	7.7	2	7.7	26	26.3	26	24.8	22.0
Top 5% of earners - Disability	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	2	2.0	2	1.9	3.7
Age 16 to 24	5	1.2	7	1.2	1	1.3	12	2.5	4	7.0	7	2.1	1	0.5	37	1.7	35	1.6	
Age 25 to 34	56	13.9	85	14.6	15	18.8	63	13.0	6	10.5	29	8.8	36	17.2	290	13.5	304	14.0	
Age 35 to 44	66	16.4	146	25.1	19	23.8	121	24.9	7	12.3	68	20.7	66	31.6	493	23.0	500	23.0	
Age 45 to 54	139	34.6	171	29.4	19	23.8	156	32.1	16	28.1	125	38.0	66	31.6	692	32.3	700	32.2	
Age 55 to 64	119	29.6	157	27.0	26	32.5	122	25.1	21	36.8	90	27.4	36	17.2	571	26.6	573	26.4	
Age 65 and over	17	4.2	16	2.7	0	0.0	12	2.5	3	5.3	10	3.0	4	1.9	62	2.9	60	2.8	
Average Age	49		47		46		47		48		48		45		47		47		
Disability	34	8.5	41	7.0	6	7.5	41	8.4	1	1.8	13	4.0	7	3.3	143	6.7	149	6.9	
BAME	240	59.7	323	55.5	44	55.0	225	46.3	38	66.7	170	51.7	86	41.1	1,126	52.5	1,142	52.6	
White Minorities	60	14.9	78	13.4	13	16.3	100	20.6	6	10.5	36	10.9	42	20.1	335	15.6	340	15.7	
White	85	21.1	152	26.1	22	27.5	139	28.6	11	19.3	105	31.9	72	34.4	586	27.3	593	27.3	
Not declared	17	4.2	29	5.0	1	1.3	22	4.5	2	3.5	18	5.5	9	4.3	98	4.6	97	4.5	
Female	288	71.6	479	82.3	51	63.8	322	66.3	27	47.4	106	32.2	121	57.9	1,394	65.0	1,419	65.3	
Male	114	28.4	103	17.7	29	36.3	164	33.7	30	52.6	223	67.8	88	42.1	751	35.0	753	34.7	
Part-time	79	19.7	191	32.8	6	7.5	105	21.6	5	8.8	40	12.2	36	17.2	462	21.5	470	21.6	

**Ethnicity Key**

BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalities - British, English, Scottish, Welsh, and Northern Irish

**Profile by Grade Bands**

	Scale1 to Scale5		Scale 6 to SO1		PO1 to PO3		PO4 to PO7		PO8+		HC1C to HC3A		HB1A to HA2A		Other		Totals	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
Age 16 to 24	8	1.7	10	2.6	6	1.2	2	0.5	0	0.0	0	0.0	0	0.0	11	5.3	37	1.7
Age 25 to 34	48	9.9	54	14.2	80	15.7	63	16.2	8	8.9	2	2.7	0	0.0	35	17.0	290	13.5
Age 35 to 44	94	19.4	76	19.9	130	25.6	107	27.6	27	30.0	16	21.9	1	6.7	42	20.4	493	23.0
Age 45 to 54	157	32.4	124	32.5	160	31.5	117	30.2	35	38.9	24	32.9	10	66.7	65	31.6	692	32.3
Age 55 to 64	154	31.8	101	26.5	122	24.0	93	24.0	19	21.1	30	41.1	4	26.7	48	23.3	571	26.6
Age 65 and over	23	4.8	16	4.2	10	2.0	6	1.5	1	1.1	1	1.4	0	0.0	5	2.4	62	2.9
Disability	41	8.5	32	8.4	38	7.5	13	3.4	1	1.1	2	2.7	0	0.0	16	7.8	143	6.7
BAME	314	64.9	226	59.3	252	49.6	183	47.2	31	34.4	21	28.8	4	26.7	95	46.1	1,126	52.5
White Minorities	63	13.0	57	15.0	98	19.3	56	14.4	22	24.4	7	9.6	2	13.3	30	14.6	335	15.6
White	87	18.0	81	21.3	135	26.6	137	35.3	36	40.0	42	57.5	7	46.7	61	29.6	586	27.3
Not declared	20	4.1	17	4.5	23	4.5	12	3.1	1	1.1	3	4.1	2	13.3	20	9.7	98	4.6
Female	285	58.9	283	74.3	349	68.7	226	58.2	46	51.1	41	56.2	5	33.3	159	77.2	1,394	65.0
Male	199	41.1	98	25.7	159	31.3	162	41.8	44	48.9	32	43.8	10	66.7	47	22.8	751	35.0
Part-time	231	47.7	66	17.3	77	15.2	23	5.9	6	6.7	5	6.8	2	13.3	52	25.2	462	21.5

	Recruitment & Retention					
	Applicants		Starters		Leavers	
	Head count	%	Head count	%	Head count	%
% of that group						
Age 16 to 24	438	20.2	29	10.1	8	2.6
Age 25 to 34	731	33.7	86	30.0	65	21.4
Age 35 to 44	563	26.0	62	21.6	64	21.1
Age 45 to 54	181	8.4	73	25.4	84	27.6
Age 55 to 64	50	2.3	33	11.5	68	22.4
Age 65 and over	5	0.2	4	1.4	15	4.9
Not declared	198	9.1	0	0.0	0	0.0
Disability	102	4.7	2	0.7	19	6.3
BAME	1,287	59.4	154	53.7	147	48.4
White Minorities	315	14.5	27	9.4	34	11.2
White	330	15.2	82	28.6	103	33.9
Not declared	234	10.8	24	8.4	20	6.6
Female	1,386	64.0	181	63.1	210	69.1
Male	780	36.0	106	36.9	94	30.9

Period  
October to December 2019

% of that group

Scale1 to Scale5  
Scale6 to SO1  
PO1 to PO3  
PO4 to PO7  
PO8+  
HC1C to HA2A  
Other  
Disability  
BAME  
White Minorities  
White  
Not declared  
Female  
Male

	Formal Procedures							
	Capability Cases		Harassment Cases		Grievance Cases		Disciplinary Cases	
	Head count	%	Head count	%	Head count	%	Head count	%
% of that group								
Scale1 to Scale5	0	0.0	0	0.0	4	18.2	10	41.7
Scale6 to SO1	0	0.0	0	0.0	6	27.3	4	16.7
PO1 to PO3	0	0.0	0	0.0	10	45.5	6	25.0
PO4 to PO7	1	100.0	1	100.0	2	9.1	3	12.5
PO8+	0	0.0	0	0.0	0	0.0	1	4.2
HC1C to HA2A	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0
Disability	0	0.0	0	0.0	1	4.5	5	20.8
BAME	1	100.0	0	0.0	12	54.5	15	62.5
White Minorities	0	0.0	0	0.0	3	13.6	2	8.3
White	0	0.0	1	100.0	5	22.7	3	12.5
Not declared	0	0.0	0	0.0	2	9.1	4	16.7
Female	1	100.0	1	100.0	17	77.3	14	58.3
Male	0	0.0	0	0.0	5	22.7	10	41.7

	Leaving Reason Groups											
	Resignation		Redundancy		Retirement		Contract End		Dismissal		Other	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
Age 16 to 24	6	3.3	0	0.0	0	0.0	2	12.5	0	0.0	0	0.0
Age 25 to 34	55	30.4	2	3.3	0	0.0	5	31.3	2	33.3	1	3.8
Age 35 to 44	47	26.0	9	15.0	0	0.0	1	6.3	1	16.7	6	23.1
Age 45 to 54	44	24.3	20	33.3	1	6.7	7	43.8	2	33.3	10	38.5
Age 55 to 64	27	14.9	22	36.7	9	60.0	1	6.3	1	16.7	8	30.8
Age 65 and over	2	1.1	7	11.7	5	33.3	0	0.0	0	0.0	1	3.8
Disability	5	2.8	9	15.0	2	13.3	0	0.0	0	0.0	3	11.5
BAME	81	44.8	35	58.3	6	40.0	11	68.8	4	66.7	10	38.5
White Minorities	22	12.2	7	11.7	0	0.0	2	12.5	1	16.7	2	7.7
White	64	35.4	16	26.7	9	60.0	2	12.5	0	0.0	12	46.2
Not declared	14	7.7	2	3.3	0	0.0	1	6.3	1	16.7	2	7.7
Female	123	68.0	48	80.0	11	73.3	12	75.0	2	33.3	14	53.8
Male	58	32.0	12	20.0	4	26.7	4	25.0	4	66.7	12	46.2

BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalities - British, English, Scottish, Welsh, and Northern Irish

#### Sexuality

Not recorded/known	1,047	48.8	
Bi-Sexual	15	0.7	1.4
Gay Man	16	0.7	1.5
Heterosexual	859	40.0	78.2
Lesbian	11	0.5	1.0
Prefer not to say	197	9.2	17.9
Total recorded	1,098	51.2	100.0

Religion/ Belief	No.	% of all staff	% of recorded
Christian	499	23.3	45.4
Hindu	22	1.0	2.0
Jewish	12	0.6	1.1
Muslim	99	4.6	9.0
None	240	11.2	21.8
Other ...	31	1.4	2.8
Prefer not to say	196	9.1	17.8
Not Recorded	1,046	48.8	100.0

**Report for:** Staffing & Remuneration Committee 3 March 2020

**Item number:**

**Title:** Forward Plan to March 2021

**Report  
authorised by:**

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

**Ward(s) affected:** None

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

**1. Describe the issue under consideration**

To inform the Staffing & Remuneration Committee of the reports detailed on the Forward Plan until the end of the next municipal year.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

That the Forward Plan be noted

**4. Reason for decision**

Not applicable.

**5. Alternative options considered**

Not applicable.

**6. Background information**

Not applicable

**7. Contribution to strategic outcomes**

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

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

8.1. Not applicable, the report is for information only.

**9. Use of Appendices**

The Forward Plan is shown below as Appendix 1.

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

Not applicable.

**Appendix 1: Forward Plan 2020 / 21**

REPORT TITLE	TEAM	MEETING DATE
HR Policies...(various)	Reward	June & October 2020
Gender Pay Gap	Reward	June 2020
HR Policy Review Update	Reward	October 2020
Pay Policy 2020/21	Reward	February 2021
Pay and Grading Review	Reward	February 2021
Workforce Strategy Update on Progress	Training & Development	October 2020
Apprenticeship Scheme Update	Training & Development	October 2020 (last report taken in November 2019)
Workforce Strategy Update on Progress	Training & Development	October 2020
Schools Pay Policy 20/21	Schools	October 2020



By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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