

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

Thursday, 15th October, 2020, 7.00 pm – MS Teams (view it [here](#))

**Members:** Councillors Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison, Yvonne Say and Matthew White

Quorum: 3

### 1. **FILMING AT MEETINGS**

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

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

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

To receive any apologies for absence.

### 3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 11 below. New items of exempt Urgent Business will be dealt with at agenda item 14 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 - 16)**

To approve the minutes of the meetings held on 6 February and 3 March 2020.

To approve the minutes of the Special Staffing and Remuneration Committees held on 19 March, 23 April, 7 May and 24 July 2020.

#### **7. FORWARD PLAN TO MARCH 2021 (PAGES 17 - 20)**

To inform the Staffing & Remuneration Committee of the non-standard reports detailed on the Forward Plan until the end of the March 2021.

#### **8. HR POLICY REVIEW (PAGES 21 - 24)**

To provide the Staffing & Remuneration Committee with an update regarding the running review and revision of HR Policies and Practice Notes.

#### **9. PEOPLE REPORT - SEPTEMBER 2020 (PAGES 25 - 30)**

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.

**10. COVID-19 WORKFORCE UPDATE (PAGES 31 - 40)**

**11. NEW ITEMS OF URGENT BUSINESS**

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

**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 41 - 48)**

To approve the exempt minutes of the Special Staffing and Remuneration Committees held on 19 March, 23 April, 7 May and 24 July 2020.

**14. NEW ITEMS OF EXEMPT BUSINESS**

Emma Perry, Principal Committee Co-ordinator  
Tel – 020 8489 3427  
Fax – 020 8881 5218  
Email: emma.perry@haringey.gov.uk

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

Wednesday, 07 October 2020

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**MINUTES OF MEETING STAFFING AND REMUNERATION  
COMMITTEE HELD ON THURSDAY, 6TH FEBRUARY, 2020, 7.15  
- 9.10 PM**

**PRESENT:**

**Councillors: Makbule Gunes (Chair), Patrick Berryman (Vice-Chair),  
Seema Chandwani, Paul Dennison and Reg Rice**

**8. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

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

Apologies for absence were received from Councillor Bull. Councillor Chandwani was in attendance as substitute.

Apologies for lateness were received from Councillor Berryman.

**10. URGENT BUSINESS**

None.

**11. DECLARATIONS OF INTEREST**

None.

**12. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

**13. MINUTES**

**RESOLVED that the minutes of the meeting held on 16 December 2020 be approved as a correct record.**

The Chair informed the Committee that the Trans Equality Policy would likely be considered at the June meeting.

**14. SCHOOLS MODEL PAY POLICY REPORT**

Julie Amory, HR Business Partner, introduced the report as set out. The report would usually be presented to the S&R Committee earlier in the Municipal year, however a delay in the Department for Education issuing the updated pay award for teachers had resulted in a knock-on effect on the Authority's ability to update pay scales. The Schools Consultative Forum had ratified the updated pay award in October, and the

pay increase had been backdated to 1 September 2019. No issues had been raised by unions in relation to the delay. The policy was provided to the S&R Committee for noting only.

Ms Amory responded to questions from the Committee:

- The highlighted sections on the reports were areas that schools could make amendments.
- The Committee had no powers to reject the policy. The Schools Consultative Group had the powers to ratify and implement the policy. It was prescribed in the Staffing & Remuneration Committee Terms of Reference that the Committee note the policy.
- An 'unqualified teacher' was a teacher without a teaching qualification.
- Depending on the salary grade, automatic pay progression was not always applicable. A pay review would need to be requested by the teacher, and two years of appraisals would be reviewed by the Headteacher. A final decision would be made by an independent committee.
- Academies were free to adopt the same pay policy, but could adopt different pay ranges if preferable.

**RESOLVED that the updated Haringey Schools Model Pay Policy be approved for September 2019 and it be recommended for adoption to Haringey maintained schools.**

## **15. PAY POLICY STATEMENT 2020/21**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. The adoption of a Pay Policy Statement was a statutory obligation under the Localism Act 2011. The Committee were requested to remit the Pay Policy Statement for endorsement by Full Council.

Mr Morgan responded to questions from the Committee:

- There was no obligation to provide information on the progress made by the Council in relation to maintaining the accreditation as a Living Wage employer. An update was provided by the Chief Finance Officer in the covering report. Staff were generally paid the London Living Wage, with two exceptions – Pendarren staff, who were paid in accordance with the Living Wage; and apprentices, where the pay rate was calculated partly on the National Minimum Wage.

The Chair requested that a report be provided to the Committee on the implementation of London Living Wage for staff.

**RESOLVED that**

- i. The draft Pay Policy Statement 2020/21, attached at Appendix A be approved;**

- ii. **The Director for Customer, Transformation and Resources be authorised to make minor amendments to the Pay Policy Statement, in consultation with the Chair; and**
- iii. **The Pay Policy Statement be referred for endorsement by Full Council on 16 March 2020.**

## **16. EMPLOYMENT REFERENCES POLICY**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. The aim was to ensure references provided were of a common standard. Information relating to employment would be provided by HR. Character references could be provided by staff, however this would be a personal reference and could not be provided on the Council's headed paper or via a Council email address. The policy did not provide this level of detail, however, this would be addressed in the practice notes.

Members questioned whether the policy covered agency staff. Whilst it was noted that the Council was not legally obligated to provide a reference for agency staff, it was requested by the Committee that officers explore whether agency staff could be covered by this policy, or a separate policy be created to cover agency staff. The Committee were advised that as agency staff were employed via an agency, any references would be provided by the agency, but that this could be looked into further.

Mr Morgan responded to questions from the Committee:

- Councillors could only provide a personal reference.
- It was not included in staff terms and conditions that a reference would be provided as it was not usual practice to do so, however all HR policies would constitute the bundle which formed a contract of employment so this policy would apply by that virtue.
- HR would provide a factual reference and would not refuse a request from any member of staff to provide this.
- The Trade Unions had been consulted on the policy (as with all policy development) and supported the implementation of it.

The Committee decided not to adopt the policy at the present time and requested that officers explore the options of including agency workers within this policy, or creating a separate policy.

## **17. FLEXIBLE WORKING REPORT**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. This was a review of the current policy.

Officers responded to questions from the Committee:

- Working from home was not enforced for staff, as there were some people who were not able to work from home for a number of reasons.

- Sabbaticals were listed as a flexible working scheme but not yet included in the policy – further work would be carried out with the Trade Unions to develop this scheme.

The Committee requested that sabbaticals be removed from the policy, and a separate proposal be provided to the Committee once the Trade Unions had been consulted.

**RESOLVED that**

- i. **The new Flexible Working Policy and Practice Notes (with the removal of sabbaticals) be approved for implementation with effect from February 2020; and**
- ii. **The Director for Customer, Transformation and Resources be authorised to make minor amendments to the Pay Policy Statement in consultation with the Chair.**

**18. NEW ITEMS OF URGENT BUSINESS**

None.

**19. DATE OF NEXT MEETING**

3 March 2020 (new date)

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

**MINUTES OF MEETING STAFFING AND REMUNERATION  
COMMITTEE HELD ON TUESDAY, 3RD MARCH, 2020, 7.00 - 8.10  
PM**

**PRESENT:**

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

**20. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

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

None.

**22. URGENT BUSINESS**

There were no items of urgent business.

**23. DECLARATIONS OF INTEREST**

None.

**24. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

**25. MINUTES**

The minutes of the meeting held on 6 February 2020 were deferred to a future meeting.

The minutes of the Special Staffing and Remuneration Committee meetings held on 31 January 2020 and 6 February 2020 were approved as a correct record of the meeting.

**26. RECRUITMENT AND RETENTION OF SOCIAL WORKERS WITHIN CHILDREN'S  
SERVICES - UPDATE**

Daksha Desai introduced the report as set out. The purpose of the report was to provide an update on the programme devised for the recruitment and retention of social workers. The turnover of staff was high, but this was not unusual for these types of roles. Page 8 outlined the strategies in place. The Director was doing an excellent job in trying to turn around the service. There were regular meetings with

Hayes, and signposting to specialist agencies to fill social worker posts, however this was a slow process.

In response to a question, Ms Desai advised that she would ask for further information from the service in relation to monitoring the key benchmarks.

Members requested that a further update be brought to the next meeting.

**RESOLVED that the report be noted, and that a further update be brought to the next meeting.**

## **27. CALCULATION OF APPRENTICE PAY RATES**

Ian Morgan introduced the report as set out. The Staffing and Remuneration Committee had agreed the calculation of the apprentice pay rate in 2015. The purpose of the report was to amend the calculation of the pay rate to align it with the London Living Wage (LLW).

Officers responded to questions from the Committee:

- There were currently 14 apprentices within the Council.
- There was no bottom age limit for receiving the LLW, so all apprentices would be paid at this rate.
- The 200 target was set out in the Borough Plan, and whilst it was acknowledged that the Council could do further work in using the apprenticeship levy, it was not anticipated that the target would be reached.

Councillor Berryman disagreed with the suggestion that under 18s should be paid LLW for an apprenticeship, when there may be other members of staff in the Council on permanent contracts who earned the same amount, or slightly higher for a full time role. Daksha Desai explained that the Council's view was that if apprenticeships were used correctly then the organisation would gain a valuable member of staff for a longer career – and in order to do this, investment was required in order to attract people for careers rather than entry level admin roles.

**RESOLVED that the proposal to change the calculation of the apprentice pay rate as set out in the report, with effect from 1 April 2020.**

Councillor Berryman wished his comments as above to be recorded in the minutes.

## **28. PEOPLE REPORT - DECEMBER 2019**

Ian Morgan introduced the report as set out. Appendix B contained information previously requested by the Committee and it was important to note that this information was available on the Council's website and had not been produced by HR.

Officers responded to questions from the Committee:

- Agency staff could not be employed for longer than 12 weeks without authority from an Assistant Director. Teams have been asked to create permanent team structures if there were permanent roles available which were covered by agency staff.
- London Councils carried out an annual survey on agency use – Haringey was in the 2<sup>nd</sup> quartile (2<sup>nd</sup> lowest use of agency staff).

**RESOLVED that the report be noted.**

**29. FORWARD PLAN TO MARCH 2021**

Councillor Berryman asked whether it was within the remit of the Committee to monitor the progress of the Hayes contact and was advised by the Legal Officer that it was the responsibility of the Cabinet Member, not the Committee.

**RESOLVED that the Forward Plan be noted.**

**30. NEW ITEMS OF URGENT BUSINESS**

None.

**31. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED that the press and public be excluded from the meeting for the consideration of items 12 and 13 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.**

**32. EXEMPT MINUTES**

**The exempt minutes of the Special Staffing and Remuneration Committee meetings held on 31 January 2020 and 6 February 2020 were approved as a correct record.**

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

None.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING STAFFING AND REMUNERATION COMMITTEE HELD ON THURSDAY, 19TH MARCH, 2020, 5.00 - 5.15 PM**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), Kaushika Amin and Tammy Palmer**

### **34. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

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

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

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

### **36. URGENT BUSINESS**

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

### **37. DECLARATIONS OF INTEREST**

None.

### **38. APPOINTMENT TO THE POST OF CHIEF PEOPLE OFFICER**

The Committee considered the report of the Director of Customers, Transformation & Resources on the appointment to the position of Chief People Officer. 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**

- i. Dan Paul be offered the post of Chief People Officer, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Chief People Officer 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 Chief People Officer 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.**

**39. 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.**

**40. APPOINTMENT TO THE POST OF CHIEF PEOPLE OFFICER**

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, 23RD APRIL, 2020, 6.10 PM**

**PRESENT:**

**Councillors: Makbule Gunes (Chair), Joseph Ejiofor and Paul Dennison**

### **1. FILMING AT MEETINGS**

NOTED that the public section of the meeting was being streamed on the Council's website via MS Teams Live.

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

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

Councillor Ejiofor was in attendance as substitute for Councillor Bull, and as the relevant Cabinet Member.

### **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 DIRECTOR FOR HOUSING, REGENERATION AND PLANNING**

The Committee considered the report of the Director of Customers, Transformation and Resources on the appointment to the position of Director for Housing, Regeneration and Planning. 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**

- i. David Joyce be offered the post of Director for Housing, Regeneration and Planning subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Director for Housing, Regeneration and Planning 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 Director for Housing, Regeneration and Planning will be on the salary that is proposed to the Committee. This will be in the range of £116,100-£134,900 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.

**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 DIRECTOR FOR HOUSING, REGENERATION AND PLANNING**

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, 7TH MAY, 2020, 5.00 - 5.10 PM**

**PRESENT:**

**Councillors: Makbule Gunes (Chair) and Paul Dennison**

### **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 and Rice.

Councillor Adje was in attendance as substitute for Councillor Bull, and as the relevant Cabinet Member.

### **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 OF FINANCE**

The Committee considered the report of the Director of Customers, Regeneration and Resources on the appointment to the position of Assistant Director of Finance. 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**

- i. Thomas Skeen be offered the post of Assistant Director of Finance, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director of Finance 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 of Finance 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.**

**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 OF FINANCE**

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 FRIDAY, 24TH JULY, 2020, 7.45 - 7.50 PM**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), Joseph Ejiofor and Tammy Palmer**

#### **8. FILMING AT MEETINGS**

The meeting was not filmed or recorded.

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

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

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

#### **10. URGENT BUSINESS**

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

#### **11. DECLARATIONS OF INTEREST**

None.

#### **12. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR STRATEGY, COMMUNICATIONS & DELIVERY**

The Committee considered the report of the Director of Customers, Regeneration and Resources on the appointment to the position of Assistant Director of Strategy, Communications & Delivery. 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 Rachel Surtees (Candidate A) decided not to accept the role for any reason, that Candidate B would be offered the role.

#### **RESOLVED that**

- i. Rachel Surtees be offered the post of Assistant Director of Strategy, Communications & Delivery, subject to the objections process of the Cabinet whereby this Committee may only make or approve the**

**appointment of the Assistant Director of Strategy, Communications & Delivery 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 of Strategy, Communications & Delivery 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.**
  
- iv. In the event of Ms Surtees not accepting the role for any reason, the role be offered to Candidate B.**

**13. 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.**

**14. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR OF STRATEGY, COMMUNICATIONS & DELIVERY**

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, 15 October 2020

**Title:** Forward Plan to March 2021

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

**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 non-standard reports detailed on the Forward Plan until the end of the March 2021.

**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**

The reports listed on Appendix 1 will be in addition to the standard report relating to workforce numbers (The People Report).

**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**

**Finance**

There are no financial implications arising from the contents of this report. The reports listed in Appendix 1 are likely to have financial implications which will be dealt with in those reports at that time.

**Corporate Governance**

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 Policy Review Timetable – update report	Reward	October 2020
Covid 19 – Workforce Update (to be presented in slide format)		October 2020
Pay Policy Statement	Reward	December 2020
Gender Pay Gap	Reward	December 2020
Purchasing Annual Leave	Reward	December 2020
Schools Pay Policy 20/21 <i>(provisional, dependent Teachers Pay Award being laid before Parliament)</i>	Schools	December 2020
Flexible Working Policy	Reward	December 2020
Senior Manager Pay	Reward	December 2020
Redeployment Policy	Reward	December 2020
Redundancy <i>(new policy which supersedes the current Restructure policy)</i>		December 2020
Apprenticeship & Graduate Training Scheme Update	Training & Development	March 2021
HR Policy Reviews as per timetable	Reward	March 2021
Recruitment & Selection		March 2021
Employment References Practice Note		March 2021
Family Leave <i>(Consolidation of existing arrangements into single document)</i>		March 2021
Capability <i>(New practice note to replace current procedure)</i>		TBC

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**Report for:** Staffing & Remuneration Committee, 15 October 2020

**Title:** HR Policy Review

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

**Lead Officer:** Ian Morgan, Reward Strategy Manager

**Ward(s) affected:** None

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

**1. Describe the issue under consideration**

To provide the Staffing & Remuneration Committee with an update regarding the running review and revision of HR Policies and Practice Notes.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

That the report on HR Policy Review be noted.

**4. Reason for decision**

Not applicable.

**5. Alternative options considered**

Not applicable.

**6. Background information**

6.1 The format of HR policies and guidance notes have been amended to better reflect the different nature of the two documents. The main document (the policy) outlines the main purpose of the policy, what the organisation is trying to achieve, a clear indication of who it applies to, the key provisions and the core principles and accountabilities.

6.2 The practice note on the other hand expands on the policy to set out the organisation's operational requirements. The practice note summarises the roles and responsibilities as they relate to managers, individuals, the HR team and, where appropriate, staff representatives.

6.3 Developing a comprehensive communication and training plan for new policies is critical in ensuring that managers are aware of their role in carrying out day

to day practical application of the policy, and in ensuring that staff are made aware of the changes and where they can access the information. HR Advisers, as the first point of contact to give advice and guidance on policy implementation, will be involved in the content and delivery of the training programme. Internal communications are arranged in conjunction with the Communications team.

6.4 HR policies scheduled for approval by the Staffing & Remuneration Committee have already been through a number of stages to ensure that all relevant stakeholders have the opportunity for comment.

- Stage 1 New or updated version formulated by HR
- Stage 2 Legal services provide comments regarding new or amended legislation and / or case law.
- Stage 3 Trades union input and comments are facilitated through the monthly Corporate IR meeting
- Stage 4 Corporate Board consider the drafts of all new and revised HR policies
- Stage 5 CEJCC review draft (where the timing of the meetings allows for this)
- Stage 6 Approval of final version by S&R Committee

The time it takes to complete the stages varies depending on the amount of revision needed, the complexity of the content and the timing of governance meetings.

6.5 For ease of review, signposting and navigation we have started to group the HR policies into clusters. The cluster titles include but are not limited to:

- Family Friendly – Adoption, Maternity, etc.
- Leading & Coaching – Grievance, Code of Conduct, etc.
- Managing Change – Restructuring, Redeployment, etc.
- Resourcing – Recruitment, Induction, etc.
- Work & Wellbeing – Flexible Working, etc.

6.6 The provisions currently undergoing review include:

- Family Leave Practice Note which combines into one practice note existing Employee and Managers Guidelines for Maternity Leave, Adoption Leave and Leave for Nominated Carers. The new document has been updated to include details of Parental Leave and Shared Parental Leave.
- Recruitment Practice Note. This is an update to the existing guidelines which need reviewing in the light of changes to the internal recruitment process.

- Employment Reference Practice Note. A new practice note which gives managers clear guidance on the process to be followed if they are asked to provide a reference in connection with an application for employment.

6.7 Staffing and Remuneration Committee are required to approve policy revisions and new policies (unless they are a legal requirement, in which case the revision or new policy will be reported to the Committee at the earliest opportunity. The Committee is not required to approve practice notes, as these simply explain the policy that has already been approved. Practice notes are formulated by HR and consulted as appropriate depending on the subject and complexity.

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

**Finance**

There are no financial implications arising from the contents of this report. The Policy Reviews listed in Appendix 1 may have financial implications which will be dealt with in those reports at that time.

**Corporate Governance**

Not applicable, the report is for information only.

**8. Use of Appendices**

The schedule of work is shown below as Appendix 1.

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

Not applicable.

**Appendix 1: HR Policy Review – Schedule of Work**

<b>Policy Title</b>	<b>Action</b>	<b>Anticipated Approval Date</b>
Redeployment	Policy revision.	December 2020
Purchasing Annual Leave	Policy revision.	December 2020
Pay Policy	Update for 2021/22	December 2020
Redundancy	New policy which supersedes the current Restructure policy.	December 2020
Flexible Working	Policy revision.	December 2020
Recruitment & Selection	Policy revision.	March 2021
Employment References	New practice note.	March 2021
Capability	New practice note to replace current procedure.	TBC
Family Leave	Consolidation of existing arrangements into single document.	March 2021

**Report for:** Staffing & Remuneration Committee

**Title:** People Report - September 2020

**Report authorised by:** Richard Grice, Director Customer, 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

- 6.1.1 The established workforce has increased by 1.6% since June 2020. The average cost per FTE continues to remain stable at approx. £38,000.
- 6.1.2 The level of Consultant/ Interim engagement has remained stable. However, during this quarter there has been an increase in FTE by 0.8 which has resulted in costs increasing.
- 6.1.3 There has been a slight increase in the number of agency workers utilised by the Council in September 2020. The majority of the roles being covered by agency workers continues to be frontline roles such as Civil Enforcement Officers, 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 47% of new starters appointed were from this age group.
- 6.1.5 Both the average sickness and short term sickness rates have improved resulting in costs reducing by 2.1% when compared to June 2020.

## 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 2020 to September 2020. 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

Not applicable, the report is for information only.

## 9. Use of Appendices

Appendix A - People Report (September 2020)

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

Not applicable.

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## People Report September 2020

Appendix A

Measure	Data Period	Reporting Period				% Change
		Mar 2020	Jun 2020	Sep 2020	Status	
<b>Established Workforce</b>						
						Sep to Jun 2020
Headcount	M	2150	2251	2286	↑	1.6
FTE	M	1949.6	2015.9	2048.6	↑	1.6
Cost base pay - monthly (£000)	M	£6,117	£6,315	£6,433	↑	1.9
Cost base pay - annualised (£000)	M	£73,406	£75,775	£77,202	↑	1.9
Average cost per FTE (£000)	M	£38	£38	£38	↑	
<b>Off Payroll Workforce - *</b>						
Headcount	M	561	541	545	↑	0.7
FTE	M	515.2	475.0	492.5	↑	3.7
Cost - monthly (£000)	M	£3,105	£2,614	£2,644	↑	1.1
Cost - annualised (£000)	M	£37,260	£31,373	£31,731	↑	1.1
% Agency of total workforce	M	20.9	19.1	19.4	↑	
<b>Off Payroll Workforce - Consultants/Interims*</b>						
Headcount	M	11	11	11	→	0.0
FTE	M	9.8	10.0	10.8	↑	8.0
Cost - monthly (£000)	M	£118	£101	£117	↑	15.4
Cost - annualised (£000)	M	£1,418	£1,216	£1,403	↑	15.4
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>						
Headcount	M	2722	2803	2842	↑	1.4
FTE	M	2474.6	2500.9	2551.9	↑	2.0
Cost - monthly (£000)	M	£9,340	£6,416	£9,195	↑	43.3
Cost - annualised (£000)	M	£112,084	£76,991	£110,336	↑	43.3
<b>Leavers</b>						
Headcount	RY	297	294	260	↓	
FTE	RY	266.4	261.8	231.3	↓	
% Resignation/retirement	RY	64	59	60	↑	
% TUPE	RY	2	2	0	↓	
% Redundancy	RY	19	26	28	↑	
% Other	RY	15	13	12	↓	
No. Leavers Aged <40	RY	116	101	84	↓	
<b>Starters</b>						
Headcount	RY	300	247	387	↑	
FTE	RY	267.7	225.8	329.0	↑	
% Permanent appointments	RY	63	61	74	↑	
% Fixed term appointments	RY	33	35	24	↓	
% Temporary appointments	RY	4	4	2	↓	
No. New Starters Aged <40	RY	157	126	181	↑	

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

## People Report September 2020



Appendix A

Measure	Data Period	Reporting Period				% Change
		Mar 2020	Jun-20	Sep-20	Status	
<b>Sickness Absence**</b>						Sep to Jun 2020
Sickness rate (average days)	RY	9.0	10.0	9.4	↓	
Long term sickness rate (20+ days)	RY	6.0	6.5	6.6	↑	
Short term sickness rate (<20 days)	RY	3.0	3.0	2.8	↓	
Sickness cost (£000)	RY	£2,214	£2,346	£2,295	↓	-2.1

**Data Period = Period the data relates to:**

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

**Note:**

\*Data is at August 2020.

\*\* Data is at July 2020.

**Status Arrows**

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

↑	Increase
↓	Decrease
→	No Change



# Covid-19 Workforce Update

for Staffing and Remuneration Committee

October 2020



# Outline

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1. Recap – reminder of key events from March to September 2020
2. Initial HR Response
3. Key changes and support provided
4. Feedback from staff – wellbeing survey and staff circumstances data collection exercise
5. Next phase plans

# Recap - timeline of key events



**11 March 2020**

WHO declares COVID-19 a global pandemic



**16 Mar**

PM urges people to work from home to protect NHS



**23 Mar**

UK in lockdown. People allowed to leave home for limited reasons



**May**

Recovery Strategy sets out plan for reopening economy & society



**13 May**

Some lockdown measures eased



**Jun**

PHE publish disparities in the risk & outcomes of COVID-19



**Aug**

Eat Out to Help Out month



**Sep**

All schools reopen. Local restrictions in place in parts of UK

**12 Mar**

Consumers stock up on essentials



**20 Mar**

UK Schools close. Job retention scheme announced



**25 Mar**

Coronavirus Act passed



**5 May**

UK surpasses Italy death rate



**8 Jun**

Quarantine rules for UK arrivals



**Jun-Jul**

Phased reopening of schools & shops





# Initial HR Response



**11 March:** WHO declares COVID-19 pandemic



**16 March:** PM urges people to WFH



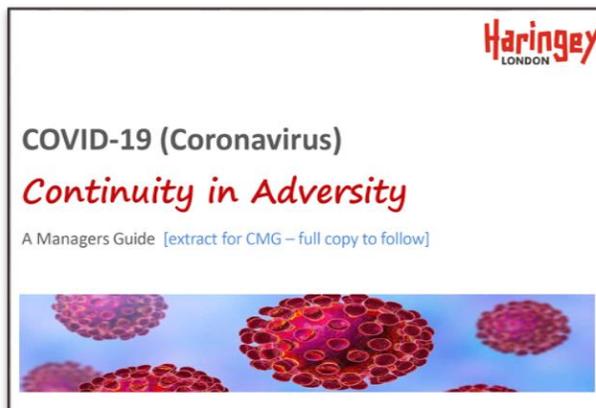
**23 March:** UK in lockdown

## HR GOLD objective during pandemic

1. Maintain payroll
2. Monitor workforce profile & impact of interventions
3. Manage e-learning channels to enable flexibility
4. Advise on resourcing solutions to maintain a viable workforce
5. Act as liaison with Trade Union side
6. Support line managers with HR policy guidance
7. Signpost support for the health & wellbeing

## By 19 March 2020

- Guidance for staff and managers set up on intranet
- A Managers guide provides information on
  - How to record Covid-19 absences
  - Identify and support vulnerable groups
  - Annual leave changes
  - Agency workers
  - Recruitment
  - How to respond to key staff questions



**Covid-19 (Coronavirus) Guidance for Staff**

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**!** COVID-19 (Coronavirus) Guidance for Staff | Remote Working and MS Teams

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**Staff News Update** >

**Guidance for staff** >

**Guidance for managers** >

Advice and answers to specific HR queries:

- What to do if you're ill
- Information on staff testing
- PPE: guidance and how to request it

Advice relating to:

- How to get in touch with HR
- Information on staff testing
- Key Workers and Travel Passes



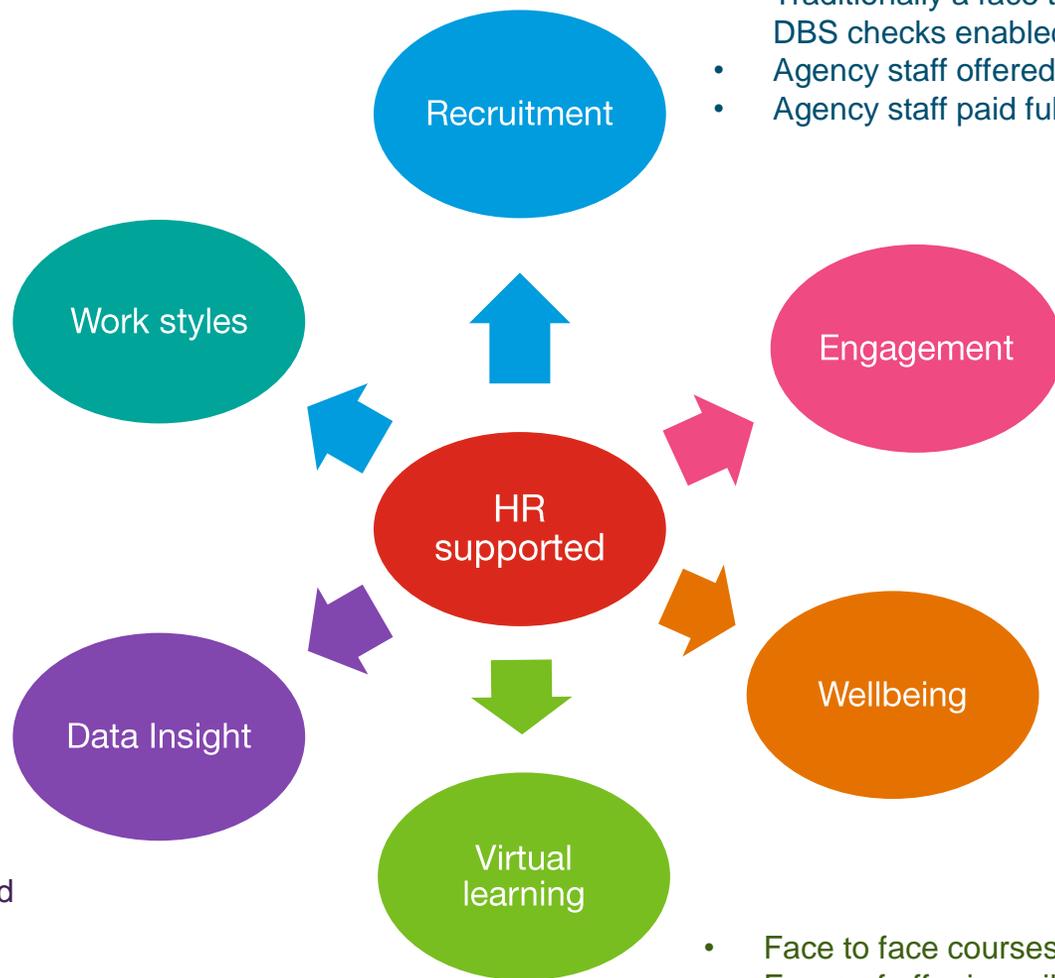


# Key changes and support introduced

- Volunteers Group set up to support key projects such as food deliveries and telephone support to home carers
- Deployment hub created to enable fast track secondments internally & across London
- Equipment loans to enable staff to work from home
- PPE poster guides
- Key workers and critical roles identified
- Able to work from abroad in exceptional circumstances

## Key data collected / analysed

- Wellbeing survey
- Staff personnel information updated
- Data collected to understand individual circumstances
- Workspace survey
- Weekly absence reports
- BECC workforce data



- Traditionally a face to face activity – change over to virtual interviews and online DBS checks enabled recruitment to continue
- Agency staff offered fast track to permanent roles
- Agency staff paid full sick pay if impacted by Covid-19

- Daily updates provided initially, now twice weekly
- Supplemented with FAQs & videos
- Celebrate lockdown heroes
- Monthly Lets Talk sessions led by Chief Exec
- Active Yammer discussion boards
- Increased TU engagement

- Revised Risk Assessments and HR support
- Wellbeing Wednesday webinars on core topics e.g. “Its Ok not to be OK”, “managing a remote workforce”, “how to use TEAMS”
- HR led Equalities awareness webinars
- Anonymised access to counselling
- Bereavement support

- Face to face courses moved to TEAMS or Zoom
- Focus of offer is resilience, managing remotely, wellbeing, health and safety, GDPR
- Access to Covid-19 toolkits from any SMART device



# Staff circumstances information (May)



We asked staff to tell us about their:



Shielding or  
Vulnerable situation

- 95 say someone in my household is 'shielding'
- 66 say someone in my household is 'shielding' and I have caring responsibilities for them
- 123 say I have caring responsibilities for someone outside my household who is 'shielding'



Childcare or carer  
responsibilities

- 14% of employees are responsible for child care/education provision during the work day.
- Flexible working day extended.
- Yammer group set-up and tips provided by teachers. Accept unique circumstances and direct correlation to performance



Working arrangements  
& home work  
environment

- 1493 employees can create a suitable work environment
- 210 cannot create a suitable work environment (e.g. due to lack of space/other factors)
- Working with NWOW and IT to address challenges



Travel plans if  
required to attend  
work office/site

- 45% will you use public transport to travel to work when/if required
- Using public transport is a key concerns staff have about attending the office.



# Health and Wellbeing Survey (May)

**8**  
questions



**75%**  
762 responses received

## How have you been feeling during lockdown?

1. Good and feeling positive – **20%**
2. Ok and hopeful – **33%**
3. Not sure what to make of the situation – **14%**
4. Ok but concerned – **31%**
5. Very worried or upset – **3%**

## What are the 3 biggest challenges you are facing working from home?

1. Maintaining an active lifestyle – **423**
2. Wifi, working with others around, lack of large computer screen - **all around 200**

I am being kept up to date and well informed by the Council.

8.48 average

## Since lockdown, what 3 things have been on your mind the most?

1. Health and wellbeing of loved ones – **450**
2. Physical health and wellbeing – **357**
3. Exposure to coronavirus – **296**
4. My workload and productivity – **259**
5. *All other responses had under 250*

## Which of the below would help you adapt to working from home?

1. Organising space only for work – **186**
2. Online learning and development – **186**
3. Regular calls with colleagues – **176**
4. Setting regular objectives – **161**
5. *All other responses under 130*

How connected do you feel with your team?

7.68 average

## Which of the following support have you sought?

1. Friend/ colleague advice – **383**
2. Line manager advice – **224**
3. None – **206**
4. Haringey intranet – **146**
5. All other responses under 140

## Compare to office working I am 1) much less effective – 10) much more effective

7.14 average





# Workspace requirements survey

-83 teams have completed survey comprising 1,500 staff (out of circa 2,800)

280 shielding or vulnerable

550 staff anxious about coming to the office

140 staff with strong preference to work in office

47 team managers believe that teams can continue as they are now

16 team managers concerned about long periods of separation

20. Considering how your team works together, are you:

[More Details](#)

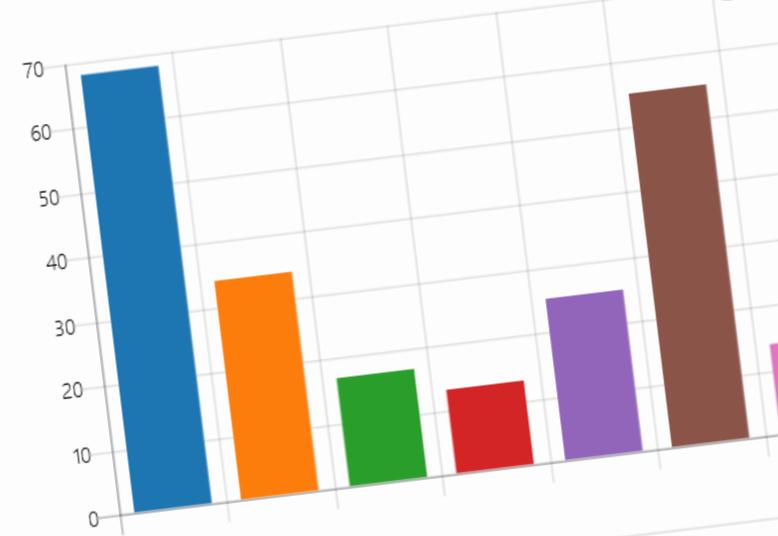
- Happy that your team is able t... 56
- Concerned about long period... 17
- Unable to carry out your servi... 5

Questions

9. Thinking about the service that your team delivers, which of the following statements applies?

[More Details](#)

- My team is able to work effect... 68
- Individual Officers need to co... 34
- Some Officers need to be in t... 17
- My team work in the commun... 13
- The service has a significant fa... 25
- The way my team is working n... 55
- My team will need more spac... 14



Responses 82



# Next steps / phases of support

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1. Working with other teams on the design and use of office spaces in future
2. Supporting employees to continue to work from home with equipment and embedding working practice changes that have been effective
3. Planning and preparing for a second wave alongside winter flu season
4. Refocussing on key HR development projects
  1. HR service – stabilise core offer and workforce data improvements
  2. Recruitment Insourcing
  3. Apprenteships – proposition development

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of the Local Government Act 1972.

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