STAFFING AND REMUNERATION COMMITTEE

Thursday, 24th June, 2021, 7.00 pm - 40 Cumberland Road Wood Green London; N22 7SG (watch it here)

Members: Councillors Dhiren Basu (Chair), Gideon Bull (Vice-Chair), Charles Adje, Julie Davies and Paul Dennison

Quorum: 3

1. FILMING AT MEETINGS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

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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 - 12)

To approve the minutes of the meeting held on the 16 March 2021.

To approve the minutes of the Special Staffing & Remuneration Committees held on 17 March and 19 April 2021.

7. PEOPLE REPORT - MARCH 2021 (PAGES 13 - 18)

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.

8. HR POLICY REVIEW - PROGRESS REPORT (PAGES 19 - 22)

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

9. PRACTICE NOTES FOR RECRUITMENT & SELECTION POLICY (PAGES 23 - 50)

As part of the Council's ongoing commitment to the in-sourced recruitment service, members are asked to note the attached Practice Notes at Appendix 1, which are associated with the previously approved Recruitment & Selection policy.

10.   REVIEW OF THE FLEXIBLE RETIREMENT POLICY (PAGES 51 - 54)

To provide the Committee with details of the proposed changes to the Flexible Retirement Policy.

11.   PRESENTATION - FUTURE WORKING ARRANGEMENTS UPDATE

12.   NEW ITEMS OF URGENT BUSINESS

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

13.   EXCLUSION OF PRESS AND PUBLIC

Items 14-15 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.

14.   EXEMPT MINUTES (PAGES 55 - 60)

To approve the exempt minutes of the meeting held on 16 March 2021.

To approve the exempt minutes of the Special Staffing and Remuneration Committees held on 17 March and 19 April 2021.

15.   NEW ITEMS OF EXEMPT URGENT BUSINESS

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

Emma Perry, Principal Committee Co-ordinator
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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 16 June 2021

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MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 16TH MARCH, 2021, 7.00 – 8.46pm

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

1.   FILMING AT MEETINGS

It was noted that the meeting was being live streamed on the Council's website.

2.   APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Councillor White gave his apologies for having to leave the meeting early, after Item 8, as he was also attending Cabinet that evening. Therefore, there was a slight change to the order of business and Item 15 was taken directly after Item 8 and the live stream was paused whilst the committee went into the private session.

3.   URGENT BUSINESS

There were no items of Urgent Business.

4.   DECLARATIONS OF INTEREST

There were no declarations of interest.

5.   DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None

6.   MINUTES

RESOLVED

That the minutes of the Staffing and Remuneration Committee meeting held on 2 February 2021 be confirmed and signed as a correct record, subject to the following amendment:

- Item 9 – People Report – December 2020, final paragraph – the words 'change in tax burden' to be replaced with 'responsibility for identifying self-employment status'.

The following matters arising were also raised:

- In response to a question regarding the London Living Wage, as detailed on page 2 of the agenda, the Chief People Officer stated that the monitoring of this would be undertaken by another committee, however he gave an assurance that

when a contract was up for renewal there was an ongoing review process in place to ensure that this stipulation was included. This was also covered by the London Living Wage Accreditation.

- In response to a question regarding the ability to amend payslips, as detailed on page 4 of the agenda, the Chief People Officer confirmed that they did have the ability to put messages on payslips. He added that there was a review taking place of what we had got available and what should be made available, alongside talking to networks, in order to identify what changes could be made.

7. **RECRUITMENT POLICY**

Dan Paul, Chief People Officer, introduced the report as set out in the agenda. The Chief People Officer stated that the policy had been substantially rewritten and subject to a full consultation process. The policy would be introduced in a phased basis between 1 April – July 2021. He added that the practice notes were still under development and would be circulated to the committee once available.

In response to a question regarding the talent pool, as referenced on page 12 of the report, it was explained that this would include candidates that had not been previously successful but could be contacted for future opportunities. This provided an opportunity to not have to advertise each application individually, however it was noted that applications would not only be restricted to the talent pool.

Councillor Davies welcomed the vision part of the policy and requested that the words 'we select on merit' be included in the policy. It was also requested that promoting equal and fair treatment be included in the policy, in order to recognise the needs of underrepresented people within the council. Further reference was made to the talent pool and it was suggested that this should be time limited. Councillor Davies stated that it was important to get the wording right in the policy in order to get the balance right. She believed that access to a promotion as a right should not be included in the policy and felt that internal only vacancies should be the exception and not an expectation.

In response, the Chief People Officer stated that the comment regarding promoting fair and equal treatment had already been included in the Vision part of the policy, 5th bullet point, detailed on page 12 of the agenda. He also confirmed that he would find a suitable place to include 'we select on merit' within the policy.

In response to a question regarding senior staff appointments, it was stated that a link to the Senior Appointment Guidance was included on page 18 of the agenda pack. The Chief People Officer stated that this was in the development stage and that an updated version would be circulated once available.

Councillor Dennison referred to page 15 of the agenda and advertising and questioned what would constitute an appropriate vacancy. He was also of the view that advertising internally in the first instance should not be the default position.

In response, the Chief People Officer confirmed that the wording of point 6, advertising, as detailed on page 15 of the agenda was the intended wording. He added that the council had a clear aim to maximise job opportunities for local people, however if it was felt that a position required wider advertising in the first instance then the council would follow this route and confirmed that the policy did not preclude this. He added that each service would review the most appropriate advertising route for each individual vacancy and identify the best way of recruiting for that particular role.

Further discussion took place regarding this position as the Committee expressed concern about this proposal and believed that the council should recruit for excellence and not preclude the opportunity to advertise each vacancy internally and externally. The Committee also stated that there should also be a focus on the redeployment pool, in order to show a commitment to those members of staff that may be made redundant. In response, the Chief People Officer stated that he had taken the concerns on board and that it had been a delicate policy to process and negotiate.

Following concerns raised by the Committee and an indication that they felt further discussion should take place before an approval was made, the Chief People Officer recognised that it was the will of the Committee to advertise vacancies internally and externally and that each application should be reviewed on a case by case basis to determine whether it was appropriate to advertise more widely in the first instance. It was therefore requested that the Committee allow him the scope to achieve this aim and approve the policy and delegate the amended wording to the Chief People Officer, which would be circulated separately.

Councillor White wished to clarify the concerns raised regarding advertising locally and ensuring the best people were being employed for the role. In response, Councillor Davies stated that recruiting locally in the first instance may not always be the best way of filling industry specific roles. She felt that it was more beneficial to advertise as widely as possible, grow the local workforce and reduce the reliance on agency staff.

Councillor Dennison stated that it was important to monitor how many local people were being employed by the council and also identify where they had seen the vacancy advertised.

In response to a suggested proposal that the policy and practice notes be adopted at the next meeting, it was stated that there was a need for a policy to be agreed and finalised before work started on some insourcing week commencing 1 April. The Chief People Officer therefore requested that the Committee approve the policy, subject to the exact amended wording being delegated to himself and circulated separately. There would be a dedicated recruitment team in place that would identify the most appropriate route for each application. The policy could then be brought to the next meeting for further ratification, if necessary.

In response to a question regarding interim or agency staff, the Chief People Officer stated that it had been difficult to address this fully in the policy. He stated that there were some roles where the use of agency staff was preferable, for example staffing the lateral flow test centres, which had been externally funded. However, in principal,

the council sought to reduce the reliance on agency staff and would prefer to recruit permanent staff, where possible.

RESOLVED:

That the Committee approve the new Recruitment Policy, subject to the amended wording, to be delegated to the Chief People Officer.

8.   **HR MANAGEMENT RESTRUCTURE IMPLEMENTATION - PROPOSED REDUNDANCY**

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda.

Members wished to save their questions for the consideration of agenda item 15.

RESOLVED:

That the compulsory redundancy pay package be approved, in accordance with the Council's Pay Policy Statement 2020/21.

9.   **APPOINTMENT ARRANGEMENTS FOR THE MONITORING OFFICER**

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda.

In response to a question regarding the new monitoring officer, it was confirmed that this position had not been appointed by the Staffing and Remuneration Committee due to the post being a Head of Service and therefore not within the remit of the Committee. The Chief People Officer stated that the purpose of the report was to amend the constitution to ensure that members remained responsible for taking steps for the appointment of the Monitoring Officer.

Councillor Davies raised wider concerns regarding the downgrading of the post and the Committee not being involved in the recruitment process, as discussed at a previous meeting.

In response to concerns raised regarding the appointment of the new Monitoring Officer, it was confirmed that it was within the legal remit of Full Council to formally appoint the new Monitoring Officer, as a Head of Service. The Chief People Officer confirmed that it had been an officer appointment, with members involved in the process as part of a stakeholder panel.

RESOLVED:

That the Committee recommend to the Full Council meeting in July to agree amendments to the following parts of the Constitution:

1. Part Two – Articles (Appendix 1).
2. Part Three Section E Part 1 – Officer Scheme of Delegation (Appendix 2).
3. Part Three Section E Part 1 – Officer Delegations to Directors (Appendix 3).

4. Part Three Section E Part 1 – Delegations to the Chief Executive and Statutory Officers (Appendix 4).
5. Part Four Section K – Officer Employment Procedure Rules (Appendix 5).

10. HR POLICY REVIEW

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda. It was noted that there was a short term capacity issue within the HR team which had slightly delayed the process, however this would be resolved soon.

Councillor Davies requested that there be some acknowledgement of time off for instances of domestic violence included within the Family Friendly cluster of HR policies. In response, the Chief People Officer welcomed the proposal and confirmed that he would look at including this within this section of the policy.

Councillor Dennison raised a request for a forward plan of policies to identify which policies were due to come to each meeting. In response, the Chief People Officer welcomed the proposal however it was noted that the length of time to negotiate each policy varied and therefore the timetable could be subject to some slippages. He confirmed that he would look into producing an indicative forward plan for the next meeting.

In response to a question regarding trade union protocols and the structure and arrangements of this, the Chief People Officer stated that he would look into how it was structured at present and the best way to include those in the policy.

RESOLVED:

That the report on HR Policy Review be noted.

11. UPDATE ON EMPLOYEE ENGAGEMENT DURING THE PANDEMIC

Dan Paul, Chief People Officer, gave a presentation on employee engagement during the pandemic, as detailed within the report.

Councillor Dennison believed there was a level of staff uncertainty on the future way of working and indicated that the IT system had not been as good as it could have been. He stated that if hybrid working arrangements were being implemented going forward there was a need for this to be addressed. He also urged that this exercise be as bottom up as possible, in order to include grass roots input and continue the learning that had been done during the pandemic.

12. REGULARISING THE SENIOR OFFICER PAY SYSTEM

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda. It was explained that the purpose of the review was to regularise the pay framework for senior managers with the rest of the workforce, allowing for structured progression and to ensure it was fair and equitable.

In response to a question regarding the negotiated pay increase, it was explained that the negotiated pay increase that had been paid on the 1 March 2021 would have been paid in addition to those senior staff that were placed on the next spinal column points from their current pay. The Committee felt that the use of objectives, with monitoring of progress after a six month period and an evaluation at the end of the year should be used before an annual increment increase was granted. The Committee stressed that they would like to see a real commitment to monitoring people's performance, with real targets set.

The Chief Officer confirmed that it was the intention to set smart targets, which would be managed through the 'my conversation process', with a 6-month review and judgement made at end of year. He added that the guidance would be ready shortly and that the first opportunity for an increment would be in March 2022.

In response to concerns raised regarding a potential inflation in the salary bill, the Chief People Officer referred the Committee to page 130 of the agenda, which detailed the costs of the senior manager contracts affected by the process.

In response to a question regarding performance management in general, it was stated that the Section 151 officer was involved in the whole process. The 'my conversation' programme was an ongoing process of performance management and there was also a need for an annual rigour to enable pay decisions to be made and ensure that those eligible received their increment. It was confirmed that the Chief Executive's performance management review was undertaken by the Leader, with external advice.

13. **NEW ITEMS OF URGENT BUSINESS**

Following a discussion with the Monitoring Officer, Councillor Davies added an item of urgent business and referred to the previous report of Mike Cook, as she wished to know whether the recommendations detailed in the report had now been implemented. In response, the Chief People Officer stated that this could be looked into for a future meeting, as part of an exempt report.

14. **EXCLUSION OF PUBLIC AND PRESS**

RESOLVED that the press and public be excluded from the meeting for the consideration of Item 15 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); paragraphs 1 and 4.

15. **HR SENIOR MANAGEMENT RESTRUCTURE IMPLEMENTATION - PROPOSED REDUNDANCY**

The Committee considered exempt information pertaining to Item 8 of the agenda.

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

There were no new items of exempt urgent business.

CHAIR: Councillor Dhiren Basu

Signed by Chair ………………………………..

Date ……………………………………

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MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE, HELD ON WEDNESDAY, 17TH MARCH 2021

PRESENT:

Councillors: Dhiren Basu (Chair), Paul Dennison and Matt White

1. **FILMING AT MEETINGS**

   The public part of the meeting was live streamed on the Council's website.

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

   Apologies for absence were noted from Councillors Davies and Say.

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**

   There were no declarations of interest.

5. **APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR PLANNING, BUILDING STANDARDS AND SUSTAINABILITY**

   The Committee considered the report of the Director of Environment and Neighbourhoods on the appointment to the position of Assistant Director Direct Services. 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. Rob Krzyszowski be appointed to the post of Assistant Director for Planning, Building Standards and Sustainability, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director for Planning, Building Standards and Sustainability 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 Planning, Building Standards and Sustainability will be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £102,300 - £119,000 as set out in the Council's Pay Policy Statement.

c. 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.

d. It was agreed that if the successful candidate decided not to accept the role for any reason and there was an alternative appointable candidate, then this candidate be appointed to the role, subject to (a), (b) and (c) above.

6. **EXCLUSION OF THE 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 PLANNING, BUILDING STANDARDS AND SUSTAINABILITY**

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

CHAIR: Councillor Dhiren Basu

Signed by Chair ………………………………..

Date …………………………………

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 19TH APRIL 2021, 4.30 – 4.35pm

PRESENT:

Councillors: Dhiren Basu (Chair), Paul Dennison and Charles Adje

1. **FILMING AT MEETINGS**

   The public part of the meeting was live streamed on the Council's website.

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

   Apologies for absence were noted from Councillors Davies, Say and White.

   Councillor Adje was in attendance as substitute for Councillor White, 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**

   There were no declarations of interest.

5. **APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR CAPITAL PROJECTS AND PROPERTY**

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

   RESOLVED that:

   a. Jonathan Kirby be appointed to the post of Assistant Director Capital Projects and Property, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director Capital Projects and Property 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 Capital Projects and Property to be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £102,300 - £119,000 as set out in the Council's Pay Policy Statement.

c.   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.

d.   That the committee agrees that if the successful candidate decides not to accept the role for any reason and there is an alternative appointable candidate recommended by the Member Panel, that this candidate is appointed to the role subject to (a), (b) and (c) above.

6.   **EXCLUSION OF THE 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 CAPITAL PROJECTS AND PROPERTY**

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

CHAIR: Councillor Dhiren Basu

Signed by Chair …………………………………..

Date ………………………………………

Report for: **Staffing & Remuneration Committee – 24 June 2021**

Title: People Report - March 2021

**Report
authorised by:**   Dan Paul, Chief People Officer

Lead Officer: Karen Gooday, Head of Employment, Reward & Transformation

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.

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6.1. People Report Headlines

6.1.1 The established workforce in March 2021 has increased slightly by 1.7%. The average cost per FTE continues to remain stable at approximately £39,000.

6.1.2 The level of Consultant and Interim engagement has continued to reduce further by 1 FTE when compared to the previous quarter. Costs appear to have increased in this quarter when compared to the previous quarter, however in December 2020 Consultants/ Interims are required to take two weeks compulsory unpaid leave. It should be noted that costs within the last quarter (January to March) have reduced.

6.1.3 The number of agency workers being used by the Council since December 2020 have increased. This is to be expected as the Council is continuing to operate lateral flow testing sites and due to the time limited nature of the project and the funding, these are staffed by agency workers. 14% of agency workers are undertaking Team Leader, Testing and Site Operative roles at the lateral flow testing sites. The majority of the other roles being covered by this type of workforce continues to be predominately frontline posts such as Civil Enforcement Officers, Family Support Workers and Social Workers. Whilst the Council aims to reduce the level of agency workers there will also be a requirement to use this type of workforce to help fill short term or stop gap situations where the Council needs to address an imbalance in the workforce, workload or whilst permanent recruitment is undertaken, in order to continue delivering key services to our residents. The Council will continue to monitor this to ensure that the usage does not increase significantly any further.

6.1.4 During the last rolling year period 47% of new starters appointed were under the age of 40. One of the Borough Plan outcomes is to increase the percentage of the workforce aged under 40, which is currently 26.2%. The median across London Boroughs for this age group is 30.9%.

6.1.5 All sickness rates continue to improve and costs have reduced by a further 4% when compared to December 2020. The number of average sickness days, 7.2, is slightly higher than that of the Council's target of 6 days. During the last rolling year period we had 135 members of staff off with COVID/ Long COVID with the total FTE days taken sick as 1,865 and the average length of time absence was 10.7 FTE days.

7. Contribution to strategic outcomes

7.1 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.

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7.2   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.

7.3   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), Head of Legal and Governance, Equalities

8.1 Chief Finance Officer

This report recommends Committee to note the changes in the workforce from December 2020 to March 2021. The impact of these changes has 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 The Head of Legal and Governance has been consulted in the preparation of this report, and comments that in light of the fact that the Committee has within its Terms of Reference the power to consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment there are no legal reasons why the Recommendation in the report cannot be adopted.

9. Use of Appendices

Appendix A - People Report (March 2021)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report
March 2021
Appendix A

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Measure	Data Period	Reporting Period					Status	% Change
		Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021		Mar 2021 to Dec 2020
Established Workforce								
Headcount	M	2150	2251	2286	2366	2406	↑	1.7
FTE	M	1949.6	2015.9	2048.6	2128.9	2170.2	↑	1.9
Cost base pay - monthly (£000)	M	£6,117	£6,315	£6,433	£6,868	£7,070	↑	2.9
Cost base pay - annualised (£000)	M	£73,406	£75,775	£77,202	£82,420	£84,837	↑	2.9
Average cost per FTE (£000)	M	£38	£38	£38	£39	£39	↑	
Off Payroll Workforce - Agency								
Headcount	M	561	541	545	577	696	↑	20.6
FTE	M	515.2	475.0	492.5	507.9	664.9	↑	30.9
Cost - monthly (£000)	M	£3,105	£2,614	£2,644	£2,763	£3,907	↑	41.4
Cost - annualised (£000)	M	£37,260	£31,373	£31,731	£33,152	£46,887	↑	41.4
% Agency of total workforce	M	20.9	19.1	19.4	19.3	23.5	↑	
Off Payroll Workforce - Consultants/Interims								
Headcount	M	11	11	11	8	7	↓	-12.5
FTE	M	9.8	10.0	10.8	7.8	6.8	↓	-12.8
Cost - monthly (£000)	M	£118	£101	£117	£57	£83	↑	44.0
Cost - annualised (£000)	M	£1,418	£1,216	£1,403	£688	£990	↑	44.0
Total Workforce (Established + Agency/Consultants/Interims)								
Headcount	M	2722	2803	2842	2951	3109	↑	5.4
FTE	M	2474.6	2500.9	2551.9	2644.6	2841.9	↑	7.5
Cost - monthly (£000)	M	£9,340	£6,416	£9,195	£9,688	£11,060	↑	14.2
Cost - annualised (£000)	M	£112,084	£76,991	£110,336	£116,259	£132,715	↑	14.2
Leavers								
Headcount	RY	297	294	260	242	226	↓	
FTE	RY	266.4	261.8	231.3	210.8	199.3	↓	
% Resignation/retirement	RY	64	59	60	67	71	↑	
% TUPE	RY	2	2	0	0	0	→	
% Redundancy	RY	19	26	28	20	17	↓	
% Other	RY	15	13	12	12	12	↓	
No. Leavers Aged <40	RY	116	101	84	87	88	↑	
Starters								
Headcount	RY	300	247	387	567	486	↓	
FTE	RY	267.7	225.8	329.0	473.5	429.1	↓	
% Permanent appointments	RY	63	61	74	73	70	↓	
% Fixed term appointments	RY	33	35	24	26	29	↑	
% Temporary appointments	RY	4	4	2	2	1	↓	
No. New Starters Aged <40	RY	157	126	181	254	230	↓	

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
March 2021

Appendix A

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Measure	Data Period	Reporting Period						% Change
Sickness Absence		Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021	Status	Mar 2021 to Dec 2020
Sickness rate (average days)	RY	9.0	10.0	9.4	8.8	7.2	↓	-18.4
Long term sickness rate (20+ days)	RY	6.0	6.5	6.6	6.2	5.0	↓	-19.0
Short term sickness rate (<20 days)	RY	3.0	3.0	2.8	2.5	2.2	↓	-13.8
Sickness cost (£000)	RY	£2,214	£2,346	£2,295	£2,183	£2,096	↓	-4.0

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

Report for: **Staffing & Remuneration Committee - 24th June 2021**

Title: **HR Policy Review - Progress Report**

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

Lead Officer: **Dan Paul, Chief People Officer**

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 on-going review and revision of HR Policies and Practice Notes.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That the report 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 was amended in 2018 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, gives 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 a new policy is critical in firstly ensuring that managers are aware of their role in carrying out

the day-to-day practical application of it, and secondly in ensuring that staff are made aware of the changes and how they are able to access the information. The HR Employee Relations team are the first point of contact to give advice and guidance on policy implementation, and they have a role in both devising the content of internal training programmes and in the delivery. Internal communications are arranged in conjunction with the Internal Communications Team.

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

- **Stage 1** - The rationale for change, the outline changes being proposed, and a first draft of the proposals are considered by the HR Management Team.
- **Stage 2** - Legal services provide comments regarding new or amended legislation and / or case law to ensure the policy changes are compliant and up to date.
- **Stage 3** - Trades unions are consulted on the draft and on the changes being made. Their input and comments are facilitated through the monthly meeting held between HR and the Trade Unions.
- **Stage 4** - The draft is circulated for comment and input to the Staff Network Groups via the Equalities Steering Group.
- **Stage 5** – The Business Managers group (comprising managers from across the council) provide comments and insight.
- **Stage 6** - Corporate Board consider the final draft
- **Stage 7** - CEJCC review draft (where the timing of the meetings allows for this to happen
- **Stage 8** - Approval of final version by S&R Committee

The time taken to complete the stages varies depending on the amount of revision needed, the complexity of the content, the comments received as well as the timing of the 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   Staffing and Renumeration Committee are required to approve policy revisions and new policies, but approval is not required for practice notes which

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accompany the policy, as these simply provide operational guidance to managers, employees, and their representatives. 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.

Head of Legal & Governance

The Head of Legal and Governance has been consulted in the preparation of this report, and comments that in light of the fact that the Committee has within its Terms of Reference the power to approve HR policies, there are no legal reasons why the Recommendation in the report cannot be adopted.

8. Use of Appendices

The schedule of work for the coming year is shown below as Appendix 1.

9. Local Government (Access to Information) Act 1985

Not applicable.

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Appendix 1: HR Policy Review – Schedule of Work 2021 / 2022

Policy Title	Cluster	Action	Anticipated Approval Date
Organisational Change Policy & Practice Note	Managing Change	New policy combining the existing policies for Redundancy, Redeployment & Restructuring into one document.	October 2021
Parental Leave Policy & Practice Note	Family Friendly	New policy & practice note combining the existing policies and guidelines relating to Maternity leave, Adoption Leave and Nominated Carers Leave into one document.	December 2021
Employment References	Resourcing	New practice note.	February 2022
Capability	Leading & Coaching	New practice note to replace current procedure.	February 2022
Purchasing Annual Leave	Work & Wellbeing	Revision of existing policy to ensure continued compliance	February 2022
Probation Policy & Practice Note	Leading & Coaching	Revision of existing policy	February 2022

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Report for:	**Staffing & Remuneration Committee, 24 June 2021**

Item number:

Title: **Practice Notes for Recruitment & Selection Policy.**

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

Lead Officer: **Dan Paul – Chief People Officer**

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

Report for Key/ Non-Key Decision:

1   Describe the issue under consideration

As part of the process to in-source the recruitment service from the current out-sourced provider. HR are scoping and defining the recruitment processes to ensure delivery of a new 21st century recruitment service, which will reduce reliance on agency staffing and better leverage modern recruitment channels such as social media to attract and recruit top talent into the organisation.

As part of the Council's ongoing commitment to the in-sourced recruitment service, members are asked to note the attached Practice Notes at Appendix 1, which are associated with the previously approved Recruitment & Selection policy, attached for noting at Appendix 2.

2   Cabinet Member Introduction

Not applicable.

3   Recommendations

3.1   That the Committee note the Practice Notes associated with the Recruitment and Selection policy ready for implementation with effect from 26th July 2021. Staff training on the policy will be incorporated into the council's wider policy training programme.

3.2   That the Director for Customers, Transformation & Resources is also authorised, in consultation with the Chair of the Committee, to make such amendments to the Recruitment Policy and Practice Notes as considered minor.

4   **Reason for Decision**

These Practice Notes place the council's recruiting managers and in-sourced recruitment team in a strong position to understand the council's policy for recruiting and aid the process to select candidates on merit and showcase Haringey as an excellent employer.

Best practice across local government has been to implement Recruitment and Selection policies supported by Practice notes which take account of the following employment laws and guidance.

- ACAS Recruiting Staff Guidance
- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353)
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)

5   **Alternative options considered**

n/a

6   **Background information**

6.1   These practice notes apply to all roles involved in recruitment & selection across the council, except for senior officers who use the Senior Officer Appointments process. The recruitment & selection policy and practice notes align to the council's values.

6.2   The key pieces of information from the practice notes:

i.   The practice notes that sit alongside the recruitment & selection policy cover the practical implementation of the policy, including:
   a) Recruiting Manager and Human Resources responsibilities in assuring the recruitment process.
   b) Reviewing vacancies and workforce planning.
   c) Opportunities to create apprentice and traineeships.
   d) Politically Restricted posts.

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e) Advertising of secondment opportunities to aid existing staff development.
f) Selection, assessment, and interview methods.
g) Pre-employment compliance checking guidance.
h) Candidate engagement and on-boarding

These practice notes clarify the council's commitment to fair and safe recruitment processes, in a clear, structured, and understandable way. The documents ensure that all candidates and staff applying for vacancies are treated fairly and with dignity and respect at all times.

7   Contribution to strategic outcomes

7.1   Contributes to the aims of the council workforce development strategy.

Supports the overall council plan to in-source services.

Contributes to the borough plan 2019-2023 to create job opportunities for residents and to boost the local economy, whilst working to attract the best talent to the council.

Aids the council need to professionalise its workforce planning by creating re-training opportunities for a diverse mix of candidates, including those leaving full time education and those who find themselves not in education, employment, or training (NEET).

8   Staff Networks comments

As part of the Recruitment policy development the associated Practice Notes were shared for information with the Staff Networks.

9   Statutory Officers' comments

9.1   Chief Finance Officer

This report proposes the adoption of the new Recruitment Policy and Practice Notes. The cost of staff training on the policy will be incorporated into the council's wider policy training programme and will therefore be contained within existing HR budgets. There are no other financial implications arising from this report.

9.2   Corporate Governance

Legal Services were consulted in the preparation of this report and involved in drafting the proposed Practice Notes associated with the Recruitment & Selection policy. They confirmed that it complies with all relevant legislation.

10   **Use of Appendices**

Appendix 1 - Recruitment & Selection Policy Practice Notes
Appendix 2 – Recruitment Policy for noting

11   **Local government (Access to Information) Act 1985**
Not applicable**.**

Recruitment Policy Practice Notes

March 2021

Table of Contents

1. Introduction

We are ambitious for Haringey's future and have great aspirations for the people who live, visit and work here as outlined in our Borough Plan 2019-23. We recognise that it is people who drive our success and that we cannot achieve our ambitions without talented, passionate, and motivated staff.

Through our new recruitment policy and processes we will:

- showcase the council as an excellent employer.
- maximises opportunities for local people to work for the Council.
- provide opportunities for existing Haringey staff.
- using a range of modern sourcing methods including social media and marketing. approaches to reflect the changing nature of recruiting talented people.
- put the council's diversity and inclusion agenda at the heart of our recruitment. practice, promoting equal and fair treatment throughout our recruitment process.
- use technology to support a great candidate experience, increase efficiency and provide streamlined processes and an easy-to-use system for Recruiting Managers.
- create a recruitment team who offer excellent customer service to Recruiting Managers and candidates.
- introduce a talent pool that will allow Haringey to recruit to positions without a reliance on costly advertising.
- maximise our use of apprenticeship scheme.

2. Scope

This guidance applies to all roles in the council, except for senior officers who use the Senior Officer Appointments process.

This includes but is not limited to:

- full time roles
- fixed term roles
- apprenticeships
- secondments
- redeployment

We recognise that some services may have different experiences and will need to adapt this guidance to fit their situation.

3. Training

Recruiting Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Even experienced Recruiting Managers can benefit from further training and development in our recruitment process, systems, and skills.

Managers with recruitment responsibilities must undertake recruitment training as part of their induction and should refresh themselves of the policy and guidance notes when undertaking recruitment. A hiring manager cannot conduct an interview without attending

recruitment training. It is desirable that all interview panel members take part in interview training in advance of the training.

Haringey's recruitment training aims to help employees understand the processes and tools used at Haringey to support the recruitment of the best person for the role, ensuring that the process is inclusive, fair, and legal. Further information about training can be found on the intranet.

4. Recruitment process

All roles must be authorised by a Head of Service or above and have a budget agreed before they can be advertised. To get approval and budget for a role Recruiting Managers should assess if there is a business need to recruit, the skills required, and type of role needed.

4.1   Do you need to recruit?

Before advertising it is important that the hiring manager considers a range of factors in determining current staffing needs – and anticipate what they may be in the future, such as:

- the needs of the organisation
- could you develop existing staff?
- are more staff needed?
- are new skills needed?

If you are not sure whether you need to recruit to a role and what your alternatives are, you should speak to your manager and HR Business Partner who will be able to advise you on the workforce planning for your team.

4.2   What kind of role do you need?

In considering if you need to recruit, Recruiting Managers should consider why you are hiring which will help you to decide the type of role that is needed. Such as:

- full-time
- fixed-term or secondment
- apprenticeship

4.2.1   Full-time

Managers should identify whether the workload is temporary and can be addressed by a fixed-term contract or whether the workload will continue, and a full-time role is more appropriate.

4.2.2   Fixed-term

There are lots of reasons why a role might be offered on a fixed-term basis, such as, the completion of a particular project or task, the occurrence of a specific event (covering for an employee who is on sick or maternity leave, for example).

Where a manager thinks a fixed-term contract is most appropriate, there is an expectation that vacancies will be advertised internally in the first instance to support the progression

and development of current employees. There may be circumstances where a manager feels this is not appropriate and should have a clear rationale for reaching this decision.

For more information on fixed-term contracts, please contact the Recruitment Team.

4.2.3 Apprenticeships

We are committed to supporting and developing apprenticeships in the council and Recruiting Managers should consider whether the role could be offered as an apprenticeship before advertising.

Every new employee between grades SC1 to SC6, will be expected to be an apprentice and undertake an apprenticeship relevant to their role, or one that develops their future skills in areas we know are key for our future workplace.

Apprenticeships provide a variety of benefits to the organisation, including but not limited to:

- an opportunity for us to develop our workforce.
- employment and training opportunities that reflect the community we serve.
- addresses gaps in our workforce.
- develops supervisory / management / mentoring skills.

Apprenticeships are a tried and tested way to, re-train or upskill existing or new staff.

Apprenticeships are open to permanent and temporary employees with contracts more than one year long and who have completed their probation. The minimum hours of an apprenticeship are based on the apprentice working 30 hours a week or more.

For more information on apprenticeships, email MyCareer@Haringey.gov.uk

4.3 Job Profile and Grading

All roles must have a SAP position number to be uploaded to our recruitment system.

Existing roles will already have a SAP position number, however, if it is a new role the hiring manager will need to complete the new post process below. For existing roles you can find the SAP position number on the Managers desktop.

4.3.1 A new post

A new post is a role that does not currently exist within the team's structure, does not have a SAP position number or a job profile. This can also be a new position with an existing job profile.

For a new post, the following will need to be completed:

- Job Profile Template
  - See How to complete the Job Profile Template
- Job Evaluation Questionnaire
- A structure chart of the service/team

These documents should then be sent to the self-service portal for job evaluation.

Once the role has been evaluated (this could take up to 10 days) the following steps/forms will need to be completed:

- Delegated Authority Powers Form (DOC, 22KB)
- Position Change Form and a SAP position number - this is created via the Managers' Desktop

If you have any queries please refer to the Recruiting Managers User Guide (PowerPoint, 3MB) or contact the Haringey Resourcing Hub at recruitmentteam@haringey.gov.uk.

4.3.2   An existing post

If you recruiting to an existing post, this is a good opportunity to review the existing job profile to make sure all the information is up to date:

- is the job description, pay and terms and conditions of employment up to date and relevant?
- is the person specification up to date? Does it properly reflect the criteria necessary for the person to do the role? The person specification should focus on the essential requirements for the job which need to be relevant. Irrelevant and unnecessary qualifications and requirements exclude good candidates and work against our aim of encouraging the widest number of talented people to work for the council
- is it a politically restricted role? Information on politically restricted roles can be found here.

If there are significant changes to the role then a job evaluation is required, follow the steps outlined in 4.3.1

4.4   Approval to Recruit.

Once a role has been approved and established on SAP or where the Recruiting Manager is seeking to fill an existing role, approval from the Head of Service (or above will be required. This will take place 'in system'.

5.   Selection methods

Before advertising, the hiring manager, in consultation with the Recruitment Team, should decide what selection methods will be used.

Deciding this early in the recruitment process helps to ensure objectivity and mitigate any biases that arise after viewing applications.

1. what information do you need from their application?
2. what selection method will be used? interview / practical tests / assessment exercises?
3. have the scoring systems in the selection process been agreed?
4. does the weight given to each criteria of the candidates' abilities reflect the requirements of the role in a non-discriminatory way?

On occasion, the council might use assessment exercises in the selection of the right candidate for the role. Recruiting Managers are expected to seek expert advice before using

such exercises so that the exercises themselves are relevant and that the approach to structure and scoring is objective.

When making decisions about what assessment methods to use, it is imperative to consider what, if any reasonable adjustments need to be made for candidates with a disability.

6. Advertising

Now that you are ready to advertise your role, you need to complete the vacancy details on our recruitment system and your Recruitment Business Partner will publish the vacancy and take the lead in advertising the role.

The Recruitment Business Partners specialise in finding the right person for each role and will actively seek out the best person for the role, using their sector knowledge to target internal talent, external job boards, our talent pool, their networks, and our local residents.

6.1 Internal Advertising and Promoting Opportunities to Local People

The council is committed to a transparent and fair process which maximises the opportunity for existing employees to progress their careers in the council as well as seeking to redeploy displaced staff wherever possible.

In addition, the council wishes to maximise job opportunities for local people.

To achieve these aims, there is an expectation that vacancies will be advertised internally and through partners both internal and external (e.g., local Job Centres and Haringey Works) who promote opportunities to local people, in advance of being advertised more widely.

There may be circumstances where a Recruitment Manager feels this is not appropriate and they should have a clear rationale for reaching this decision.

6.1.1 Secondments

A secondment is an arrangement where an employee is temporarily assigned to work for a different part of the organisation for a limited period, after which they return to their substantive role.

The council is committed to supporting the progression and development of employees by enabling them to enhance their skill and gain an insight into other departments within the council. One way this can be achieved is through supporting employees to undertake secondment opportunities. Internal secondments can also address a short-term need to cover a post.

6.1.2 Redeployment

Employees who are seeking redeployment will have priority to be appointed to suitable vacancies, if they meet the essential criteria in the person specification, whether the role is full-time, fixed term, a secondment or an apprenticeship (if they are eligible).

Where a redeployee can demonstrate that they are able, with support, to carry out the role, they will not need to compete for the role, except with other redeployees or internal candidates who express an interest.

Where appointed, redeployees will undertake an eight-week probationary assessment period.

More information on redeployment can be found in our Redeployment Policy.

6.2   External Advertising

Your Recruitment Business Partner will choose job boards based on their effectiveness; flexibility of access; ability to reach a diverse group of candidates and cost.

If there is a specific platform that you would like to advertise on, please speak to your Recruitment Business Partner.

6.3   Recruitment agencies

We are committed to running our recruitment in-house, however where there is an explicit need to use a recruitment agency, this can be requested.

This must be discussed with your Recruitment Business Partner and Head of Service, or above, before engaging an agency.

The cost of using an agency will be paid for by the department.

7.   Application

The council has developed bespoke application forms which are both accessible and easy for candidates to use on all media platforms via our recruitment site.

All personal / identifying details will be hidden until interview stage to enable blind recruitment.

Candidates are asked to provide equal opportunities details when making their application to help us monitor and adjust to the success of recruitment in relation to our equality and diversity objectives. This information is separate from the application.

8.   Shortlisting

Shortlisting will be undertaken by the Recruitment Business Partner and will approved by the hiring manager.

All internal candidates, care leavers, veterans and disabled candidates that meet the essential criteria will be invited for interview.

Candidates who were not shortlisted will be automatically notified of the outcome through the recruitment system. Due to the volume of applications received, unsuccessful external candidates will not normally be provided feedback on their application.

If an internal candidate did not get invited to interview as they did not meet the essential criteria, they will be offered feedback from the Recruitment Business Partner on their application to aid their development.

9.   Interview

Interviews are two-way process and can help both the hiring manager and candidate to assess whether they are the best person for the role. It is important that the hiring manager and interview panel prepare well for interviews and reflect the values of the organisation during the interview.

The hiring manager will need to arrange who will be on the interview panel, questions and scoring, and make sure the shortlisted candidates have the details they need about the interview process.

Guidance and support on conducting a positive interview will be provided during recruitment training.

9.1   Interview arrangements and reasonable adjustments

The hiring manager will make sure that the shortlisted candidates are provided with details of the interview process including any selection tests, by email usually at least five working days before the interview. This will normally be sent through our recruitment system.

This should include what selection methods are being used and how they will be carried out. This also helps candidates with a disability determine if they will need reasonable adjustments.

9.2   Arrangements for candidates with disabilities

In the case of people with disabilities, special arrangements may be needed. Therefore, individuals are asked to confirm whether they require special arrangements at the 'invite to interview' stage and what adjustments they may need so that they can participate fully and fairly in the interview process. Arrangements that may be required include the following:

- a British Sign Language interpreter.
- assistance if the test is on a computer, such as a larger screen, software or a person to read for the candidate.
- a verbal test rather than a written one.
- more time to complete tests or assessments.

The Recruitment Team will coordinate with the candidate about any reasonable adjustments and can be contacted for advice on additional adjustments at any point in the recruitment process.

9.3   The Interview Panel

The hiring manager should work out who will be on the interview panel as early as possible in the process to allow effective planning.

Panel members will:

- declare to the hiring manager if they already know a candidate. If they have a close personal or familial relationship with a candidate, they will withdraw from the panel.

- are able to attend every part of the selection process (presentations, interviews etc.) for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

9.3.1 Diverse panels

Interview panels should consist of two to three people, including the immediate line manager, a colleague who is familiar with the area of work and a third person.

We are committed to, wherever possible, having diverse interview panels which reflect our diverse workforce.

Single sex and all white panels should be avoided wherever possible; however, having panel members who have completed recruitment training is the most important factor and trained panel members should be prioritised.

The expectation is that at least one panel member will have received recent recruitment and selection training. Ideally all panel members will be trained.

9.4 Selection methods and scoring

The selection method used must be consistently applied to all candidates.

9.4.1 Interview questions

A good interview should be structured to follow a pre-agreed set of questions mirroring the person specification or job profile. It should also allow the candidate to talk freely when answering the questions and give them the opportunity to ask questions.

The most effective questions are scenario based open-ended questions followed by probing questions if required. The panel should agree in advance if they are going to use probing questions and how they will be scored.

Interviewers must not ask questions based on assumptions about candidates' personal circumstances.

9.4.2 Practical tests or assessment exercises

Practical tests or assessment exercises may be used where it is important to demonstrate practical, technical or specialist skills. On the rare occasion that practical tests or assessment exercises are used, they must directly relate to the role, be transparent, objective and be consistently scored across all candidates. Advice on using tests should be sought from the Recruitment Team.

9.4.3 Scoring

A consistent scoring system should be developed and understood by all panel members. The panel should meet before the interviews to run through the questions, how they relate to the person specification and who will ask each question.

The hiring manager should create a scoring sheet and share this with the panel members before the interview. A scoring system of 0-5 for each question with notes is recommended. A template scoring sheet can be found in Appendix 1.

The panel should not discuss the candidates interview until they have completed the scoring sheet.

After the interview, the manager should keep the panel members scoring sheets for 6 months as per General Data Protection Regulations (GDPR).

10. Completing Recruitment

10.1 Successful Candidate

Selecting the successful candidate should be made by a majority decision based on the scoring sheet, after all the interviews / have concluded. The panel will appoint the best candidate based on who most closely matches the person specification.

Where two candidates are equally scored following interview or assessment, the hiring manager should take positive action by contacting the Recruitment Team to appoint a candidate with a protected characteristic which is underrepresented within the grade, role category or service.

10.2 Conditional Offer

After deciding on the successful candidate, the recruitment team will issue a conditional offer following the approval of the offer details from the hiring manager. The offer is subject to pre-employment checks and the successful candidate should be told this when offered the role.

The council's policy is to normally appoint new employees at the bottom of the relevant pay grade. Recruiting Managers must be mindful of other team members doing a similar role to ensure that the pay is equitable.

10.3 Unsuccessful Candidates

The council is committed to offering all candidates who are interviewed, feedback on the outcome of their interview if requested. The hiring manager will provide factual, constructive interview feedback to all unsuccessful candidates based on the scoring sheets from the interview.

11. Compliance and Pre-employment checks

To safeguard our staff, the public and our customers, the council has adopted a thorough approach to compliance and pre-employment checks. These checks will depend on the role being recruited to and are subject to the prevailing legislation.

The HR Compliance Team will conduct the pre-employment checks. It is the Recruiting Managers responsibility to ensure that the right checks are undertaken for the role.

Where the council is appointing an internal candidate to a new role, the Recruitment Team will seek a reference from the current manager. If the new role requires additional checks

e.g., where the employee will now be working with vulnerable people, the relevant compliance checks will apply.

12. Appointment and On Boarding

Once the council has completed the candidate checks, the manager must ensure that the candidate is formally appointed to the role.

It is important that new employees have a smooth entry into the organisation and therefore the expectation is that managers provide the following information in advance of their first day:

- housekeeping information.
- an induction plan including the Employee Code of Conduct and Health and Safety policies etc.
- access to IT equipment and the council's network.
- ensuring they are set up accurately on payroll.
- making them feel welcome by having regular contact in the time leading up to the start date.

Managers should ensure that the successful candidate receives their onboarding information in a timely and professional manner, ideally at least five days ahead of their start date.

Once a start date has been agreed, the hiring manager is responsible for preparing a comprehensive induction programme for the new employee in line with the New Starter Checklist.

13. Appendices

Appendix 1 - Scoring sheet

INTERVIEW SCORING GRID	
Job title:	
Date of interview	
Candidate	

- Each member of the panel should make notes (on separate sheets) and score each candidate. Scores should then be totalled and used when deciding.
- The panel should also decide which questions will be asked by each member of the panel.

Scoring – candidates answers should be scored as follows:

0	No answer given or answer completely irrelevant. No examples given.	2	Some points covered, not all relevant. Some examples given.	4	Good answer. Relevant information. All or most points covered. Good examples.
1	A few good points but main issues missing. No examples/irrelevant examples given	3	Some points covered. Relevant information given. Some examples given.	5	Perfect answer. All points addressed. All points relevant. Good examples.

Weighting – questions can be weighted **1 (low importance)** or **2 (high importance)** to reflect their overall importance to the position.

Introductions

Person specification criteria	Related question(s)	Weight (1-2)	Score (0-5)	Total
		Total score.		

Person specification criteria	Assessment test(s)	Weight (1-2)	Score (0-5)	Total
		Total score.		

- How much notice do they have to give?
- When can they start?
- Holiday?

Now give the candidate an opportunity to ask any questions that they might have and answer them.

Ending the interview:

- Thank the candidate for attending the interview.
- Let them know what happens next i.e., when you will be making your decision and how you will be letting them know the results (candidates who have attended the interview should be made aware of your decision either way).

Appendix 2 - Related documents

1. [Disclosure and Barring Services (DBS) Statement](#)

2. [Haringey Schools Policies Model Recruitment Policy (incorporating safer recruitment practice)](#)

3. [Equality and Diversity Staff Handbook 2017](#)(including equal opportunities statement)

4. [Data Protection Policy](#)

5. [Managers' Induction Checklist](#)

6. [Probation Policy](#)

7. [Redeployment Policy](#)

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Recruitment Policy

March 2021

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1. Vision

We are ambitious for Haringey's future and have great aspirations for the people who live, visit and work here as outlined in our Borough Plan 2019-23. We recognise that it is people who drive our success and that we cannot achieve our ambitions without talented, passionate, and motivated staff. The aims of our policy and practice are to:

- select on merit.
- showcase Haringey as an excellent employer.
- maximise opportunities for local people to work for the council.
- provide opportunities for existing Haringey staff to develop their full potential.
- use a range of modern sourcing methods including social media and marketing approaches to reflect the changing nature of recruiting talented people.
- put the council's diversity and inclusion agenda at the heart of our recruitment practice, promoting equal and fair treatment throughout our recruitment process.
- use technology to support a great candidate experience, increase efficiency and provide streamlined processes and an easy-to-use system for Recruiting Managers.
- create a recruitment team who offer excellent customer service to Recruiting Managers and candidates.
- introduce a talent pool that will allow Haringey to recruit to positions without a reliance on costly advertising.
- maximise our use of apprenticeship scheme.

2. Aims

The council is always committed to recruiting in line with our values, this means we will be:

2.1 Human – we will ensure our candidates are central to our recruitment process by:

- creating a positive candidate experience.
- streamlining our candidate journey.

Providing clear communication and promoting transparency by:

- developing relationships with candidates to build our talent pool.
- asking our partners and customers what they think and, acting on what they say where possible.
- being aware of our impact on others.
- being honest, supportive, and passionate about difference.

2.2 Ambitious – we will recruit the best person for the role by:

- recruiting for attitude.
- creating accessible pathways for internal candidates to progress.
- proactively addressing discrimination and unconscious bias.
- strategically reducing our skills gaps.
- using a variety of methods to attract a wide range of candidates.
- embracing change and continuously improving our processes.

- maximising opportunities for local people.

2.3   Accountable – we will have a transparent and accountable recruitment process by:

- ensuring our process is applied fairly and is clear and accessible.
- removing any barriers to recruitment and progression.
- ensuring that our job descriptions are consistent.
- monitoring and reporting our candidate demographic data to ensure we are supporting equality, diversity, and inclusion.
- managing public money responsibly.

2.4   Professional – we will have a professional recruitment service that adds value by:

- proactively supporting candidates and managers throughout the recruitment process.
- creating a recruitment service with a great reputation in Haringey.
- taking pride in what we do and caring about those we engage with.
- listening to our partners, Recruiting Managers, and candidates to evolve our service and remove barriers.

3. Scope

This policy applies to all roles in the council, except for senior officers who use the Senior Officer Appointments process.

Recruitment Process

4. Reviewing the vacancy

A vacancy offers a good opportunity for Recruiting Managers to assess the needs of the service and to review the role. Before progressing with the recruitment process, a proactive Recruiting Manager should consider a range of factors in determining current staffing needs – and anticipating what they may be in the future, such as:

- the needs of the organisation
- are more staff needed?
- are new skills needed?

In considering if there is a need to recruit, Recruiting Managers should consider why they are hiring, enabling managers to decide the type of role that is needed. Such as:

- Full-time
- Fixed-term or Secondment
- Apprenticeship

The manager should use this to update the role profile using the standard template for job profiles. If there are substantial changes it will be necessary to get the job grade reviewed.

The job specification should focus on the essential requirements for the job which need to be relevant. Irrelevant and unnecessary qualifications and requirements exclude good candidates and work against our aim of encouraging the widest number of talented people to work for the Council.

4.1 Apprenticeships

We are committed to supporting and developing apprenticeships in the council and Recruiting Managers should consider whether the role could be offered as an apprenticeship before advertising. Apprenticeships provide a variety of benefits to the organisation, including but not limited to:

- an opportunity for us to develop our workforce.
- provide employment and training opportunities that reflect the community we serve.
- address gaps in our workforce.
- develop supervisory / management / mentoring skills.

4.2 Politically Restricted Posts

Some posts at in the council are politically restricted, which means that the individuals holding those posts cannot have any active political role. Local Authorities are under a duty to maintain a list of those posts which are politically restricted, and managers must identify whether a post is politically restricted when reviewing the vacancy.

5. Selection methods

Before advertising, the Recruiting Manager, in consultation with the Recruitment Team, should decide how candidates should apply, who will shortlist applications and the selection method to be used. Deciding this early in the recruitment process helps to ensure objectivity and mitigate any biases that arise after viewing applications.

5.1 Interviewing

Interviews are the primary method used for selecting the best candidate for the role. Interviews may consist of competency-based questions and an additional form of assessment. Advice on interviews should be sought from the Recruitment Team.

5.2 Practical Tests

For some roles, tests may be appropriate. These are often used where it is important to demonstrate practical, technical or specialist skills. However, the choice of tests must directly relate to the role, be transparent and objective. Advice on using tests should be sought from the Recruitment Team.

5.3 Assessment Exercises

On occasion, the council might use assessment exercises in the selection of the right candidate for the role. Recruiting Managers are expected to seek expert advice before using such exercises so that the exercises themselves are relevant and that the approach to structure and scoring is objective.

When making decisions about what assessment methods to use, it is imperative to consider what, if any reasonable adjustments need to be made for candidates with a disability. Advice on reasonable adjustments should be sought from the Recruitment Team.

6. Advertising

The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well as seeking to redeploy displaced staff wherever possible. Vacancies will therefore be advertised internally, externally, and through partners who promote opportunities to local people. Employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising.

Where the council advertises a role externally, the choice of media/job boards will be based on effectiveness, flexibility of access, ability to reach a diverse group of candidates and cost. In addition, the council wishes to maximise job opportunities for local people.

6.1 Secondments

A secondment is an arrangement whereby an employee is temporarily assigned to work for a different part of the organisation for a limited period, after which they return to their substantive role.

The council is committed to supporting the progression and development of employees by enabling them to enhance their skill and gain an insight into other departments within the council. One way this can be achieved is through releasing employees to undertake a secondment opportunity. Internal secondments can also address a short-term need to cover a post.

All fixed-term positions will be offered as internal secondments.

7. Applications

The council has developed application forms which are both accessible and easy for candidates to use on all platforms.

We are committed to best practice approaches and regularly participate in initiatives that promote an accessible and inclusive application process such as:

- Stonewall's Workplace Index.
- The Disability Confident Scheme which commits the council to inclusive and accessible recruitment and offers interviews to disabled people who meet the minimum role criteria.
- Ban the Box initiative to support former offenders to return to employment.
- 'Anonymised' recruitment' to help reduce the potential for bias.
- Reasonable adjustments for candidates with disabilities built into the recruitment process.

8. Shortlisting

Candidates will be shortlisted by matching values, skills, and qualifications, included in the application form against the specification set out in the relevant job profile and advertisement.

Internal, redeployees, and disabled candidates should be invited for interview where they meet the essential criteria of the role.

Recruiting Managers will work with the Recruitment Team to review the shortlist and should document the reasons selection and rejection of a candidate. This is both good practice and enables the council to comply with the relevant employment legislation.

All unsuccessful candidates will be notified of the outcome. Recruiting Managers are expected to give internal candidates the opportunity for feedback to aid their development.

9. Interview

Interviews are a two-way process and can help both the Recruiting Manager and the candidate to assess whether they are the best person for the role. It is important that the Recruiting Manager and interview panel prepare well for interviews and reflect the values of the organisation during the interview.

We are committed to, wherever possible, putting together interview panels which reflect our diverse workforce. Panel members should keep careful records of both responses and the reasons for appointment and rejection.

The expectation is that at least one panel member will have received recent recruitment and selection training.

10. Completing recruitment

10.1 Successful Candidate

The successful candidate should be selected using the scoring method decided earlier in the process. Where two candidates are equally scored following interview or assessment, the Recruiting Manager should take positive action by contacting the recruitment team to appoint a candidate with a protected characteristic which is underrepresented within the grade, role category or service.

The Recruiting Manager may issue a conditional offer, subject to pre-employment checks.

10.2 Unsuccessful Candidates

The council is committed to offering all candidates who are interviewed, feedback on the outcome of their interview.

11. Compliance

11.1 Pre-employment checks

In order to safeguard the public and our customers, the council has adopted a thorough approach to checking candidates. These checks will depend on the role being recruited to and are subject to the prevailing legislation, including, but not limited to:

- checking the right to work in the UK.
- safeguarding checks in line with safer recruitment practices, including Disclosure and Barring Service (DBS).
- references.
- proof of qualifications.

Any checks must be lawful, necessary, and fair, and comply with the General Data Protection Regulation.

11.2 Health Checks

Health checks will be carried out following selection to determine whether the candidate can carry out a function essential to the role, e.g., eyesight tests for employees for driving roles. Where such checks are required, these must apply to all candidates.

12. Appointment and On Boarding

Once the council has completed the compliance checks, the candidate can be confirmed in the role and a start date agreed. A contract of employment will then be issued within the legal timescale. The council's policy is to normally appoint new employees at the bottom of the relevant pay grade.

It is important that new employees have a smooth entry into the organisation and therefore the expectation is that managers and the Recruitment Team will provide to employees in advance of them joining, including but not limited to:

- housekeeping information.
- an induction plan including the Employee Code of Conduct and Health and Safety policies etc.
- access to IT equipment and the council's network.
- ensuring they are set up accurately on payroll.
- making them feel welcome by having regular contact in the time leading up to the start date.
- at the earliest opportunity work with them on a development plan.

13. Review and Reporting

In order to continuously improve its recruitment service, the council will capture a range of data and regularly report upon it. This will include service standards, for example average time to hire, success in attracting candidates through various media channels, internal appointments and information about both applications and appointments from those groups with protected characteristics.

14.   Responsibilities

14.1   The Recruitment Team (Human Resources/Organisational Development Service)

The Recruitment Team will provide professional advice on best recruitment practice, ensure that the process works smoothly, that the council's policies and guidance are adhered to and comply with the latest legal framework. They will also monitor its effectiveness providing data to inform the council's Workforce Development Plans and using information and feedback to improve the service.

14.2   Recruiting Managers

Recruiting Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Recruiting Managers are responsible for delivering the aims of this policy in line with the organisations values, in particular:

- creating a positive candidate experience.
- being aware of our impact on others.
- proactively addressing discrimination and unconscious bias.
- taking pride in what we do and caring about those we engage with.

Recruiting Managers are responsible for applying the policy, practice notes, following the relevant guidance and ensuring that they have taken part in appropriate recruitment training.

14.3   Chief Officers/Heads of Service

Chief Officers and Heads of Service are responsible for ensuring that the highest standards of recruitment practice are applied in their service areas and that the relevant Recruiting Managers are competent to fulfil the role.

15.   Legal Framework and Links to other Policies

- Recruitment Policy Practice Notes – Haringey Council 2021
- Senior Appointment Guidance – Haringey Council 2019
- ACAS Recruiting Staff Guidance
- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353)
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)

Report for: **Staffing & Remuneration Committee 24 June 2021**

Item number:

Title: **Review of the Flexible Retirement Policy**

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

Lead Officer: **Dan Paul, Chief People Officer**

Ward(s) affected:

Report for Key/ Non Key Decision:

1 Describe the issue under consideration
To provide the Committee with details of the proposed changes to the Flexible Retirement Policy.

2 Cabinet Member Introduction
Not applicable.

3 Recommendations
That the Committee approve the changes proposed to the Flexible Retirement Policy attached at Appendix 1.

4 Reason for Decision
The changes make it clear to employees if they have previously taken flexible retirement at no cost to the Council, there is no restriction on their future employment choices. This is in line with the original intention of the policy.

5 Alternative options considered
None, the proposed changes result on only minor amendments to an already established policy.

6 Background information
6.1 In order to apply for Flexible Retirement, the employee undertakes to reduce their hours of work by at least four hours per week or to reduce their pay by an amount equivalent to a minimum of four hours pay per week. In the current policy the employee is then prevented from increasing their hours at a later stage or from applying for another job at a higher grade.

6.2 This clause was added as the early release of benefits before age 65 has the potential to incur an actuarial reduction in benefits, and in exceptional circumstances this reduction can be waived and paid for from the Service budget. In these circumstances when there has been a cost to the Council it is

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appropriate that the employee can then not increase their hours or return to on higher pay for a period of three years.

6.3   In many cases, agreeing to a request for flexible retirement will not incur any additional costs for the Council and allowing the employee to change their employment after flexible retirement will not alter this. Amending the policy to reflect this change will enable employees to have more flexibility at work and will enable the Council to retain their existing skills and experience.

6.4   If however, there were additional costs incurred as a result of the application through increased capital costs, then the Council reserves the right to recover the full amount of the loss suffered. The recovery will be via payroll deductions or, if the employee leaves the Council's employment, via the usual debt recovery process.

7   Contribution to strategic outcomes
This amendment supports the themes in the Workforce Development Strategy.

8   Statutory Officers' comments

Chief Finance Officer
There is no financial cost to the Council from the proposed changes to the policy as they apply only in cases where the flexible retirement has not resulted in financial loss to the Council. The revenue costs of an employee on flexible retirement subsequently increasing their hours or applying for a job at a higher grade will be funded from the relevant service staffing budgets.

Head of Legal & Governance
The Head of Legal and Governance has been consulted in the preparation of this report, and in noting that the proposed amendments are compliant with applicable employment and pensions law, subject to implementation in accordance with HMRC rules on phased retirement, and that the Committee has within its Constitutional terms of reference:

To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.

To approve all human resources policies including pay and grading structures, and changes to employees' terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme.

advises that there is no legal reason why the Committee cannot adopt the Recommendation contained in the report.

9   Use of Appendices
Appendix 1 - Policy Statement for Flexible Retirement

10   Local government (Access to Information) Act 1985
Not applicable.

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APPENDIX 1

Flexible Retirement Policy Statement

The Council will consider applications for Flexible Retirement from employees aged 55 or over and who are members of the Pension scheme, it provides opportunities for re-skilling and redeploying older workers across the workforce as well as retaining skills and experience as part of a transition towards retirement.   Flexible Retirement allows eligible employees to apply to either

- transfer to a lower graded post or
- to reduce hours of employment in their existing post and at the same time access their retirement benefits.

Both options will involve the early release of retirement benefits and the cost to the Pension Fund will be met from the Service budget.

As a minimum requirement, the employee's pay must be reduced by at least four spinal points or the equivalent in reduced hours.   In considering Flexible Retirement requests both the needs of the employee and the Service will be taken into account. Initial approval rests with the employee's Director with final approval by the Chief People Officer.

The early release of benefits before normal retirement age (and this varies depending on year of birth, details of normal retirement ages can be found on Gov.Uk) has the potential to incur a reduction in benefits. The Council's Section 151 Officer has delegated authority to waive any actuarial reduction, but only in exceptional circumstances that benefit the business and operational needs of the service.   The cost to the Fund will be met from the Service budget. Please note that the council reserves the right to seek the recovery of an amount equal to the full amount or value of any financial loss that it suffers, which is caused by a breach of the terms of this agreement on the part of the employee.

Where there is a cost to the Council, accepting Flexible Retirement prevents the employee from changing their job to a post offering higher pay or increasing their hours within the Council, or from returning to employment on higher pay with the Council for a period of not less than three years.

In cases where there is no financial loss to the Council, accepting Flexible Retirement will not debar the employee from either:

- changing their job to a post offering higher pay, and/or
- increasing their hours within the Council, and/or
- returning to employment on higher pay with the Council for a period of not less than 3 years

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