

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Monday, 18th October, 2021, 7.00 pm - 40 Cumberland Road, Wood Green, N22 7SG

To watch the meeting, click [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 11).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 6)

To confirm and sign the minutes of the meeting held on 24 June 2021.

7. HR CHANGE MANAGEMENT POLICY - PROGRESS REPORT (PAGES 7 - 10)

To provide the Staffing & Remuneration Committee with an update regarding the on-going review and revision of the Restructuring, Redeployment and Redundancy Policies.

8. APPRENTICESHIP UPDATE (PAGES 11 - 20)

This reports updates the Committee, as requested, on the Council's approach to apprenticeship training opportunities for all levels of employees both existing and newly recruited and provides statistical data.

9. PEOPLE REPORT - JUNE 2021 (PAGES 21 - 26)

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.

10. EMPLOYEE PULSE SURVEY - DISCUSSION PAPER (PAGES 27 - 40)

11. NEW ITEMS OF URGENT BUSINESS

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

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Tuesday, 19 October 2021

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MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON THURSDAY, 24TH JUNE, 2021, 19.00 - 21.00

PRESENT:

Councillors: Gideon Bull (Vice-Chair), Charles Adje, Julie Davies, Tammy Palmer and Reg Rice

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)

Apologies for absence were received from Councillors Basu (Chair) and Dennison. Councillor Bull therefore took the Chair for the meeting as Vice Chair.

Councillor Rice was in attendance as substitute for Councillor Basu.

Councillor Palmer was in attendance as substitute for Councillor Dennison.

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 16 March 2021 be confirmed as a correct record,

7. PEOPLE REPORT - MARCH 2021

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda. It was noted that the level of agency staff reported was higher than usual, due to the testing sites being entirely staffed by agency staff.

Discussion took place surrounding apprenticeships reporting and it was confirmed that this would be included as part of the people report from the next meeting.

In response to a question regarding the impact of Covid on the Council's sickness figures, Dan Paul stated that the overall sickness levels had gone down, both long term and short term. It was believed that this was as a result of the majority of staff working from home and therefore often too ill to travel into work but were able to still work from home where possible. It was however noted that it was important that if staff were too ill to work, they did take time off. It was also stated that the responsibility was on the manager to accurately report any staff sickness and it was felt that this was no more inaccurate than before the pandemic.

In response to a question regarding the recording of Covid related absence and data on long Covid, Dan Paul stated that Covid related sickness absence was recorded under a Covid specific code on the system. Instances of long Covid sickness absence were also recorded under a specific Covid code and the number of staff off sick as a result of long Covid was currently in single figures. He added that the World Health Organisation's definition of long Covid was instances of sickness of 12 weeks or more.

Dan Paul also confirmed that occupational health were still making referrals where necessary, even though the majority of staff were still continuing to work from home.

Reference was made to the number of young people being recruited at the Council and it was questioned what was being done to encourage more young people to join the council. In response, Dan Paul stated that of a comparison of all 33 London boroughs, Haringey had the lowest proportion of staff under the age of 25 years old. The council was looking at various ways of increasing these numbers and creating a balance within the workforce.

It was confirmed that the data included in the people report detailed the key workforce statistics tracked over time, which were of interest of the Committee, and did not provide a full analysis of the whole workforce. More detailed data of the ethnicity and gender split of the overall workforce would be subject to a separate, more detailed report. Dan Paul stated that he would circulate the Workforce Development Strategy 2019, which provided a more detailed breakdown of the council's workforce. **ACTION: Dan Paul.**

The Chair made reference to the use of consultants and questioned whether there was only 7 within the Council. In response, it was stated that it was dependent on how you define the term consultant and that the majority of these were either filling a vacancy whilst it was being recruited to or undertaking a separate project of work. It was noted that the number of consultants in the past had been much higher than at present.

Discussion took place regarding the potential mental health impacts of working from home and Dan Paul advised that there had been a lot of engagement with employees throughout the pandemic. The Chief Executive had hosted a number of Let's Talk sessions with staff throughout the pandemic to keep them informed on what was happening, as well as regular check in sessions with managers. Where possible, staff had also attended the office on an adhoc basis. The Council was looking at the best ways of working going forward, balancing the needs of the organisation as a whole, as well as staff and it's residents.

RESOLVED that the report be NOTED.

8. HR POLICY REVIEW - PROGRESS REPORT

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

RESOLVED that the report be NOTED.

9. PRACTICE NOTES FOR RECRUITMENT & SELECTION POLICY

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

Reference was made to paragraph 9.3.1 of the report and it was explained that this was taken directly from the policy which had been agreed at the previous meeting. However, it was noted that the Council stayed clear of single sex recruitment panels.

In response to a question regarding the cost of external agencies and recruitment costs, Dan Paul stated that the long-term aim was to reduce the external recruitment costs, with the increase of internal capability and in-house recruitment. This saving could then be invested back into internal recruitment staff.

It was confirmed that the policy did not cover school-based policies, which were covered by other school-based arrangements.

In response to a question regarding unconscious bias, it was confirmed that the Council did provide mandatory unconscious bias training for all new employees. It was also hoped that the service could have greater control over this with recruitment being brought in-house.

RESOLVED:

- 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.**
- 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.**

10. REVIEW OF THE FLEXIBLE RETIREMENT POLICY

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

In response to a question regarding the wider external working lives strategy, it was believed that the policy formed part of this wider approach, however if it wasn't then we would commit to doing so.

In response to a question regarding the leaving restriction related to flexible retirement, it was stated that there was no restriction on returning to the organisation

or joining a new organisation. It was noted that the restrictions related to those members of staff taking voluntary redundancy.

The Committee raised concerns regarding redundancies and retirement, where there was an expectation that they would receive a pay-out. It was important to be confident that they were genuine redundancies and would like to see a panel exercising a rigorous redundancy process.

It was confirmed that the policy did not apply to schools, as they had a separate school consultant committee which dealt with such policies.

It was confirmed that the policy would not prevent reengagement of employment for consultancy purposes. The purpose of the policy was to enable individuals to reduce their hours and pay and to still access their pension.

RESOLVED that the Committee approve the changes proposed to the Flexible Retirement Policy, attached at Appendix 1.

11. PRESENTATION - FUTURE WORKING ARRANGEMENTS UPDATE

Richard Grice, Director of Customers, Transformation & Resources, gave a presentation at the meeting on future working arrangements update.

Discussion took place surrounding the proposed plans for staff coming back into the office and it was stated that it was not proposed to use a people to desk ratio going forward. Working through for each team. The Council previously worked to around 8 to 10 people in the office at any one time and it was expected that this would reduce to around half or less going forward. It was recognised that certain teams had different demands and pressures and that it was important to get the balance right between working from home and coming into the office, which would be determined by the needs of each individual team and service.

In response to concerns raised regarding potential inherent prejudice between those staff that chose to come into the office and those that chose to work from home, it was stated that it was important to focus on how to manage by outcomes and how managers could provide support for this. It was noted that hybrid working was the hardest to manage and that it was important to ensure that staff still felt engaged. It was reported that the feedback from the recent team days had been positive so far. It was suggested that the key learnings from working within the pandemic and team days could be brought back to a future meeting, to look at what's worked well and best practice.

In response to a question regarding London weighting pay and whether this would continue, it was confirmed that Haringey did not have London weighting.

Richard Grice stressed the importance of the organisation being agile and responsive to the needs of staff and its residents. A system called Process Performance Plus was being implemented, which allowed teams to manage remotely in one place. This had been particularly effective within social work teams.

It was recognised that health and safety was a real issue and that staff had been issued with guidance and health and safety forms to complete whilst working from home. A number of staff had also taken equipment home. The Council had been investing in more universally versatile equipment, which would have some budget implications.

In response to a question regarding the percentage of staff that lived outside of London, it was stated that before the pandemic the Council had a good idea of where everyone lived, however since then a large number of staff had moved. Pre-Covid, around 75% of the workforce lived within 6 miles of the council offices. A piece of work was required to determine this. It was noted that even if staff had decided to move further away from the office, they would still be required to attend the office when needed.

It was confirmed that if a member of staff had relocated further away from work, there would be no payment for the additional travel as it was their choice to move further away from work.

12. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

13. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the consideration of Item 14 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

14. EXEMPT MINUTES

RESOLVED that the exempt minutes of the previous meeting held on the 16 March 2021 were approved as a correct record, subject to a minor amendment.

15. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

CHAIR:

Signed by Chair

Date

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Report for: Staffing & Remuneration Committee, October 2021

Title: HR Change management Policy - Progress Report

Report authorised by: Susie Faulkner, 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

- 1.1 To provide the Staffing & Remuneration Committee with an update regarding the on-going review and revision of the Restructuring, Redeployment and Redundancy Policies.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- 3.1 That the Staffing and Remuneration Committee note the progress with this policy review.

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

- 6.1 At the June Staffing and Remuneration Committee, members were advised of the progress of the ongoing review of HR Policies at Haringey in a report entitled "HR Policy Progress Review". One of the group of key policies identified for early review was that relating to Change Management, encompassing the current Restructuring, Redeployment and Redundancy policies.
- 6.2 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.

- 6.3 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.
- 6.4 Staffing and Remuneration Committee are required to approve policy revisions and new policies, but approval is not required for practice notes which 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.
- 6.5. In Summer 2021 as part of our review we began consultation on a new draft Redeployment policy. At the initial discussion with Trade Unions we were asked to consider developing the three policies (Restructuring, Redeployment and Redundancy) into one single Organisational Change Management Policy.
- 6.6 The most recent updates to these policies were approved by this Committee in December 2015. A review is therefore overdue to consider changes in legislation and best practice.
- 6.7 Our aim is to develop a policy that covers all aspects of the change process at Haringey Council, incorporates the Restructuring, Redeployment and Redundancy into one umbrella policy and that all considerations related to protected characteristics are fully considered.
- 6.8 Our further aim is to develop a policy that reduces bureaucracy whilst maintaining standards and employee protection, and to simplify processes where possible. The umbrella 'Organisational Change Management Policy' will be supplemented by a Practice Note document in line with other HR policies at Haringey and with best practice.
- 6.9 Combining these three policies and updating the provisions is a substantial piece of work which is in progress in the Employment, Transformation and Reward team but is not yet completed. Recruitment to a new post of Policy Officer in this team has been undertaken and the successful candidate is expected to commence their employment with the Council in November, which will increase the resources available to undertake policy reviews.
- 6.10 The key current proposals for change from our current policies are as follows;
 - We will introduce a period of pay protection for employee redeployed to a lower grade as a result of a change management process. This will maintain their existing pay for 12 months, after which point they will revert to the top spinal column point for the grade for the role to which they have been deployed. This change to policy is in line with other London Authorities. It should be noted that

Trade Unions have made representations that this period should be longer, which we will consider and formulate a final recommendation.

- Redeployment into a suitable alternative role at one grade up and one grade down from the employee's current grade will cease to be voluntary.
- The current trial period of 8 weeks for employees to try out a new role following redeployment is considered too long. We will create more emphasis on helping employees thrive following redeployment through active coaching and develop a joint decision-making process to ensure that managers and staff both have a say when assessing the success of a redeployment placement.
- The new policy will be explicit in its requirement for an Equality Impact Assessment (EQIA) to be completed at both the start and the end of the change process.
- We will review the terminology and documentation used in line with best practice and with a view to a deletion of unnecessary paperwork.
- A new simplified process will be developed where possible with the joint purpose of reducing unnecessary paperwork and activities and reducing the level of uncertainty for employees.

7. Timescale

- 7.1 We aim to bring the new policy encompassing all aspect of Restructuring, Redeployment and Redundancy to the December 2021 Staffing and Remuneration Committee.

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

Finance

There are no financial implications arising from the contents of this report.

Corporate Governance

Not applicable, the report is for information only.

8. Use of Appendices

Not applicable

9. Local Government (Access to Information) Act 1985

Not applicable.

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Report for: Staffing and Remuneration Committee

Title: Apprenticeship Update

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Taha Asfahani, Head of Recruitment, Talent & Learning

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 This reports updates the Committee, as requested, on the Council's approach to apprenticeship training opportunities for all levels of employees both existing and newly recruited and provides statistical data.
- 1.2 The Council is committed to increase the number of apprentices working at LBH ensuring we are utilising the apprenticeship levy.
- 1.3 Since April 2017, employers with a pay bill in excess of £3m are subject to a national apprenticeship levy of 0.5% of their pay bill. Public sector bodies, with more than 250 staff, have also been set a target to employ an average of at least 2.3% of their staff as new apprentice starts.
- 1.4 Haringey's levy is c. £896k per year. This represents £74k per month which Haringey is accessing to provide apprenticeship training opportunities existing and incoming employees. The current levy fund available to spend is £1.8m.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

- 3.1 To note the report, information and the next steps in order to increase the number of apprentices at the Council. There is a three pronged approach:
- I. Recruit to apprenticeships by default
 - II. Career Development Qualifications (CDQ)
 - III. Apprenticeship Development Schemes

4. Reason for decision

- 4.1 To ensure that the Council can develop existing and new employees and get best value from Apprentice Levy spend.

5. Alternative options considered

Not Applicable

6. Background information

- 6.1 Apprenticeships create a viable pathway by which more formal training and on-going development can be utilised, laying the foundations for a future-proofed, inclusive workforce development strategy.
- 6.2 As the largest employer within the borough, we have a responsibility to support our communities by creating accessible employment opportunities for our residents and to have a workforce that is reflective of the people and communities that we serve. This underpins the government public sector target to develop and make the most of a workforce that is strong, capable, agile, and proud.
- 6.3 By promoting our employment and traineeship opportunities, particularly for under-represented and disadvantaged groups will attract a wider, diverse pool of local talent and demonstrate to current and prospective employees how attractive Haringey Council is as a place to work.
- 6.4 Apprenticeship's future-proof our workforce by equipping us with the skills, knowledge and behaviours required for new and emerging job roles.
- 6.5 To get the maximum benefit from the apprenticeship levy, we need to look at how we can utilise apprenticeships to nurture our workforce and develop the skills needed for the future. To do this, we will identify the best options to capitalise on the apprenticeship levy, whilst exploring 'grow our own' and 'lifelong learning' initiatives. With a view of improving occupancy of hard-to-fill roles and reducing skills gaps the council are currently experiencing, whilst also supporting our longer-term workforce planning. Maximising our levy investment is therefore a key priority, but we can also choose to transfer up to 25% of our levy funds to support small to medium sized businesses within our community, to further create meaningful apprenticeship employment. It is proposed that we partner with a mix of local and national apprenticeship providers to achieve maximum benefit. We have been partnering with Haringey Works and already been able to transfer 14k of levy funds with another 29k in the pipeline, so the total transfer by September will be 43k, this will require continued input to ensure that we explore this area fully.
- 6.6 It should be noted that the Apprenticeship Levy and additional funding currently available to support apprentices into work will not cover all the costs associated with learning and development within the council. Employers are expected to pick up all salary & reward costs. To access apprenticeship funding at least 20% of the apprentice's normal working hours, over the planned duration of the training period, must be spent on off-the-job training. This can be delivered at the

apprentice's normal place of work and can include regular day release, block release and specific training days/workshops with the training provider.

- 6.7 A communications and engagement plan commenced in February 21 with National Apprenticeship week to educate and raise awareness of the wide range of apprenticeship opportunities available. Some myth busting has also been communicated and will continue to be required to overcome perceptions that apprenticeships are for young people only and that there is a huge time commitment to training and organising the apprentices off-the-job training. Encouraging managers to take the long-term view that employing apprentices enables them to develop skills according to their needs and create a sustainable talent pipeline of the best new talent is key. This will need to be an ongoing activity to ensure managers continually consider recruiting apprentices and that existing staff are aware how apprenticeships can be used for their development in their current roles.
- 6.8 An apprenticeship takes a minimum of 12 months to complete and there are currently four types:
- I. Intermediate apprenticeships - follow work-based learning towards level 2 – equivalent to GCSE qualification
 - II. Advanced apprenticeships - follow work-based learning towards level 3 – equivalent to A-level qualification
 - III. Higher apprenticeships - follow work-based learning towards levels 4,5,6 & 7 – equivalent to a foundation degree and above.
 - IV. Degree apprenticeships - follow work-based learning towards levels 6 & 7 – equivalent to a full bachelor's or master's degree.

7. **Contribution to strategic outcomes**

- 7.1 The actions outlined in this report support the delivery of the Corporate Plan, whilst supporting the objectives set out in the 2019-2023 Workforce Development Strategy to “develop the right people with the right skills and the right values”. Apprenticeships future-proof our workforce by equipping us with the skills, knowledge and behaviours required for new and emerging job roles.

8. **Statutory Officers' comments**

8.1 **Head of Legal and Governance**

N/A

8.2 **Chief Finance Officer Comments:**

There are no direct financial implications arising from the contents of this report. Increasing the number of apprenticeship starts, within the constraints of existing staffing budgets, will make a greater use of our levy contribution as would identifying opportunities to transfer some of our levy to partner/other local

organisations who perhaps have the resources to pay the salary, if they are growing in size, but don't have the additional resources to pay for the training.

8.3 Equalities Comments:

By promoting our employment and traineeship opportunities, particularly for under-represented and disadvantaged groups will attract a wider, diverse pool of local talent and demonstrate to current and prospective employees how attractive Haringey Council is as a place to work.

8.4 Head of Legal and Governance

The Head of Legal and Governance has been consulted in the preparation of this report, and makes the following comments.

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 implications arising out of the report which would prevent the Committee from being able to adopt any of the recommendations stated in the Recommendations section of the report.

9. Use of Appendices

9.1 Appendix A – Three pronged approach

9.2 Appendix B – Current Haringey Apprenticeship Data

10. **Local Government (Access to Information) Act 1985;**
N/A

Appendix A – Three Pronged Approach

Recruit “apprenticeships by default”

In future, the majority of new employees recruited 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. These include: Programme & Project Management, Digital, Data interpretation & Analytical skills, It is anticipated that 75% of new starters will take up an apprenticeship. For instance, Customer Services Officers could complete a Level 3 Customer Services Specialist Apprenticeship and appropriate Library staff could complete a Level 3 Library, Information and Archive Services Assistant. Apprentices will be paid the substantive rate for the role they undertake.

Based on 2020/21 new starter data, this approach would mean 31 new employee apprentices working for Haringey.

There is substantial work with services to develop this approach, gain buy in and ensure that the Council has procured appropriate apprenticeship standards and training providers to meet the need of these new employees. This work will start in November 2021.

Career Development Qualifications (CDQ)

Relevant apprenticeships for our existing employees, including but not limited to more senior level roles should also be considered, to ensure that the skills of our existing colleagues meet the requirements of our organisation. This will include:

- I. **Project & Programme management skills** – a cohort of 8 staff has commenced in April with plans to run another cohort later in the year
- II. **Data analytical and digital skills** – L3 cohort of 20 staff commenced in June and L4 cohort of 17 staff commenced in April 2021.
- III. **Leadership Development training** – An Emerging Leaders cohort commenced in June 2021.
- IV. **Role specific qualifications** – there are a number of employees undertaking role specific qualifications.

Career development qualifications will grow and could be a significant portion of our levy spend in the future. It is also a way of offering development to employees which we would not normally have the funding for.

This has been the key focus of our early work on apprenticeships, which will continue. Further cohorts of digital skills, data analytics and project management skills are planned as well as ongoing work on leadership and management development. Business partners are working with their directorates on role specific apprenticeships.

Apprenticeship development schemes

5.1 Change Management and Apprenticeship opportunities

As the Council restructures, leaders and managers have been asked to think creatively about the future design and delivery of services to minimise redundancies. In addition, this could be an opportunity to reshape roles and services, allowing employees who wish to leave to do so and providing opportunities for future skills development through apprenticeships.

It is important to note that an apprentice must be employed for a period which is long enough for the apprentice to complete the apprenticeship successfully (including, the end-point assessment), so this should be taken into consideration when reviewing resource need on a contract basis. Apprenticeships are also unable to be continued in the event of redundancy unless there are fewer than six months remaining to be completed. Apprenticeships are therefore a longer term commitment.

In the event of workforce restructure, apprenticeships can also offer a route into other suitable job areas for those at risk of redundancy, as it will provide an opportunity to develop the skills needed to be successful in their new role and we are subsequently able to retain talent. If we are to future-proof the business with the skills required so that we can best service our communities, we must continue to recruit and 'grow our own' even during period of resource changes.

5.2 Agency workers

Currently (September 2021) there are 650 temporary workers engaged by the council, of which 206 are covering roles which are waiting for permanent hiring to start. Directors and Assistant Directors will work with their HR Business Partners and Resourcing to identify future skill gaps and possible role reshaping, while also reviewing any agency roles, (particulary long standing workers) that could instead be recruited to as apprenticeships. It is however unrealistic to expect agency workers to be replaced with apprenticeships en masse as circumstances are very varied.

5.3 Graduate programme

In a significant success, we have partnered with the NGDP to participate in a local graduate programme. Two new graduates have recently started in September 2021 and we plan to recruit further graduates in 2022, which we will commence advertising in Autumn 2021.

In order to create a diverse pipeline of candidates for our graduates vacancies (levy generated), there will be a greater focus on offering structured work experience and internship placements to those within our community who may not have considered us as an employer of choice or were not aware of the types of career pathways available.

5.4 Emerging Leaders Programme

In a further positive development, we are using the apprentice levy to partner with Solace in running the Emerging Leaders programme, this is for existing employees that are interested in becoming future leaders within the Council. In early 2021 the Council funded 6 places (increased from 2 in previous years) with a further cohort being selected in November 2021. We envisage this programme will continue to grow.

Appendix B – Current Haringey Apprenticeship Data

	2.3% Target	New Starters	Existing Employees	Total number of apprentices	% of apprentices	Shortfall
2019/20	45	13	12	25	1.16%	20
2020/21	52	19	18	37	1.64%	15
2021/2022 numbers so far (Aug)	57	21	73	94	3.77%	0

* There are currently 22 new apprentices in the process of starting reported above with 72 in current apprenticeships totalling 94

Below outlines the number of current apprentices we currently have at Haringey council broken down by Directorate which includes existing staff members undertaking an apprenticeship as well as those who have been hired as apprentices.

Directorate	Number of Apprentices
Customers, Transformation & Resources	24
Environment & Neighbourhoods	16
Housing Regeneration and Planning	12
Finance	8
Adults & Health	6
Children's services	5
Adult social services	1
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below outlines what our apprentices are currently studying and the number of people undertaking this learning.

Type of Apprenticeship	Number of Apprentices
------------------------	-----------------------

Data Literacy	20
Data Analyst	17
Operational Departmental Management (Emerging Leaders)	10
Associate Project manager	8
Professional Accountant (ACCA)	4
Operational Departmental Management	2
MBA	1
Commercial Procurement and Supply	1
Payroll Administrator	1
Occupational Therapist	1
Chartered Town Planner	1
Chartered Surveyor	1
Arborist	1
Senior Leader	1
Youth Work	1
Intelligence Analyst	1
Learning & Development	1
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below shows how many apprentices are studying towards which level of apprenticeship with the majority studying level 4 and level 3 apprenticeships.

Level of apprenticeship	Number of Apprentices
Level 4	27
Level 3	22
Level 5	12
Level 7	7
Level 6	2
Level 2	2
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below shows the total levy spent over the last 12 months on apprenticeships. It also demonstrates the variety in levels studying towards qualifications.

Qualification	Level	Number of learners	Total levy spend
Accountancy Taxation Professional	7	4	£ 22,210.41
Arborist	2	1	£ 800.00
Assistant Accountant	3	1	£ 1,777.77
Associate project manager	4	10	£ 10,522.85
Business administrator	3	5	£ 19,338.59
Chartered surveyor	6	1	£ 4,050.00
Chartered town planner (degree)	7	1	£ 3,399.34
Children and Young People's Workforce	3	3	£ 1,622.63
Commercial Procurement and Supply	4	3	£ 10,440.00
Customer Service Specialist	3	3	£ 2,318.52
Data analyst	4	15	£ 79,162.50
Data technician	3	16	£ 36,701.53
Early years educator	3	2	£ 1,228.70
Early years practitioner	2	1	£ 2,461.53
Financial services customer adviser	2	1	£ 699.99
Horticulture and Landscape Operative	2	2	£ 2,666.66
Infrastructure technician	3	1	£ 1,333.33
Intelligence Analyst	4	1	£ 3,520.00
Junior Content Producer	3	1	£ 5,576.66
Junior energy manager	3	1	£ 5,200.00
Learning and Development Practitioner	3	1	£ 2,560.00
Operations or departmental manager	5	11	£ 26,865.29
Payroll administrator	3	1	£ 800.00
School Business Professional	4	1	£ 547.82
Senior Leader Master's Degree Apprentic	7	5	£ 51,470.38
Supporting Teaching and Learning in Sch	2	3	£ 1,025.64
Teacher	6	1	£ 3,000.00
Teaching assistant	3	1	£ 2,571.42
Team leader or supervisor	3	1	£ 2,640.00
Youth work	3	2	£ 2,335.71
TOTAL	110	100	£ 308,847.27

Report for: Staffing & Remuneration Committee

Title: People Report - June 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

- 1.1 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

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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

6.1. People Report Headlines

- 6.1.1 In June 2021 the established workforce increased further by 1.8% since March 2021. The average cost per FTE continues to remain stable at approximately £39,000.
- 6.1.2 Whilst the level of Consultant and Interim engagement has remained the same since March 2021 costs have reduced slightly by 1.5% due to the number of days worked by this group during this period.
- 6.1.3 The number of agency workers being utilised by the Council since March 2021 have decreased and subsequent costs reduced by 14.8%. During the month of June we have had 41 new agency workers and 66 leavers. 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 continued to be staffed by agency workers. Since March 2021 10% of agency workers are undertaking Team Leader, Testing and Site Operative roles at the lateral flow testing sites across the Borough. The Council recently reviewed its testing operation and as a result reduced the number of testing sites we had, the opening hours and moved to an outreach model. Whilst the number of agency workers have decreased during this quarter the Council will continue to monitor this and aim to reduce the level of agency workers where possible. This type of workforce is used 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 its residents.
- 6.1.4 The Council made a commitment in its' Borough Plan to increase the percentage of the workforce aged under 40, which is currently 25%. For 2020/21 the median across London Boroughs for this age group is 31%. During the last rolling year period 49% of new starters in Haringey were appointed from this age group, which has increased by 2% since the previous rolling year. However 46% of leavers were also from this age group, a 7% increase when compared to March 2021.
- 6.1.5 Both average sickness days and short term sickness has increased slightly since March 2021, which has resulted in costs increasing by 0.2%. The number of average sickness days, 7.3, is still slightly higher than that of the Council's target of 6 days. There has been no change in the long term sickness rate since the previous quarter. During the last rolling year period we had 101 members of staff off with COVID/ Long COVID with the total FTE days taken sick as 1,597 and the average length of time absence was 13.2 FTE days.
- 6.1.6 Following a request from members at the last Staffing and Remuneration committee we have added apprentice information into this report. We currently have 72 apprentices across the Council. In addition, there are currently 22 new apprentices in the process of starting. More information is shown at appendix A. We will look to develop the apprentice statistics in future reports.

6.1.7 Overall the total workforce costs have reduced by 3.9% during this quarter.

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.

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

Finance

There are no financial implications arising from the contents of this report.

Corporate Governance

Not applicable, the report is for information only.

9. Use of Appendices

Appendix A - People Report (June 2021)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report

June 2021

Appendix A



Measure	Data Period	Reporting Period			% Change
		Mar 2021	Jun 2021	Status	
Established Workforce					
Headcount	M	2406	2449	↑	1.8
FTE	M	2170.2	2212.8	↑	2.0
Cost base pay - monthly (£000)	M	£7,070	£7,221	↑	2.1
Cost base pay - annualised (£000)	M	£84,837	£86,652	↑	2.1
Average cost per FTE (£000)	M	£39	£39	↑	
Off Payroll Workforce - Agency					
Headcount	M	696	642	↓	-7.8
FTE	M	664.9	572.3	↓	-13.9
Cost - monthly (£000)	M	£3,907	£3,328	↓	-14.8
Cost - annualised (£000)	M	£46,887	£39,931	↓	-14.8
% Agency of total workforce	M	23.5	20.5	↓	
Off Payroll Workforce - Consultants/Interims					
Headcount	M	7	7	→	0.0
FTE	M	6.8	6.8	→	0.0
Cost - monthly (£000)	M	£82,522	£81,259	↓	-1.5
Cost - annualised (£000)	M	£990,263	£975,108	↓	-1.5
Total Workforce (Established + Agency/Consultants/Interims)					
Headcount	M	3109	3098	↓	-0.4
FTE	M	2841.9	2791.8	↓	-1.8
Cost - monthly (£000)	M	£11,060	£10,630	↓	-3.9
Cost - annualised (£000)	M	£132,715	£127,559	↓	-3.9
Leavers					
Headcount	RY	226	248	↑	
FTE	RY	199.3	222.1	↑	
% Resignation/retirement	RY	71	81	↑	
% TUPE	RY	0	0	→	
% Redundancy	RY	17	6	↓	
% Other	RY	12	13	↑	
No. Leavers Aged <40	RY	88	113	↑	
Starters					
Headcount	RY	486	522	↑	
FTE	RY	429.1	502.8	↑	
% Permanent appointments	RY	70	61	↓	
% Fixed term appointments	RY	29	37	↑	
% Temporary appointments	RY	1	2	↑	
No. New Starters Aged <40	RY	230	258	↑	

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

↑	Increase
↓	Decrease
→	No Change

People Report

June 2021

Appendix A



Measure	Data Period	Reporting Period			% Change
Sickness Absence					
		Mar 2021	Jun 2021	Status	Mar 2021 to Jun 2021
Sickness rate (average days)	RY	7.2	7.3	↑	2.1
Long term sickness rate (20+ days)	RY	5.0	5.0	→	-0.2
Short term sickness rate (<20 days)	RY	2.2	2.3	↑	7.4
Sickness cost (£000)	RY	£2,096	£2,101	↑	0.2

Apprentices			Mar 2021	Jun 2021
Adults & Health	M			7
Children's Services	M			5
Customers, Transformation & Resources	M			24
Environment & Neighbourhoods	M			16
Finance	M			8
Housing, Regeneration and Planning	M			12
Legal and Governance	M			0
No. Apprentices	M			72

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

↑	Increase
↓	Decrease
→	No Change

Staff Pulse Survey

S&R Committee

18 October 2021

**892 Responses
(about 45%) ✓**

**All staff groups
and networks
represented ✓**

**A good balance
across all
directorates ✓
and services**

**Includes questions
about wellbeing,
connections with ✓
colleagues and the
Council, and working
practices**

Generally, respondents reported that their wellbeing has remained about the same or improved slightly in the past year

How would you compare your wellbeing now against this time last year?



Improved significantly

Improved

About the same

Declined

Declined significantly

40% of respondents said their wellbeing has improved

However, a significant number of respondents (21%) said their wellbeing has declined

Most staff, concerns and worries have reduced since the early stages of lockdown, but many are still feeling uncertain

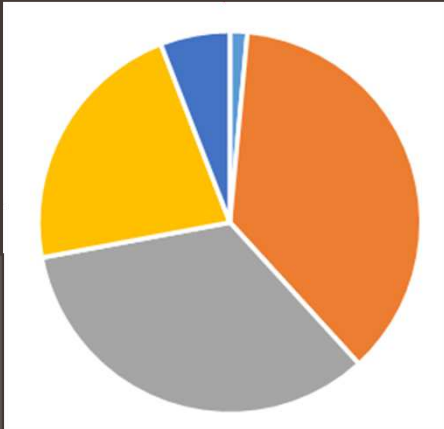
With most lockdown restrictions having come to an end in England on 19 July, how are you currently feeling?



- Good and feeling positive
- OK and hopeful
- Mixed - I'm not sure what to make of the situation
- I'm quite concerned and anxious
- I'm very worried / upset

- The percentage of respondents who said that they were feeling either 'good and positive' or 'OK and hopeful' (54%) was very similar to the total for the May 2020 survey.
- There was a significant rise in those who had mixed feelings and were unsure what to make of the situation, from 13% in May 2020 to 34%.
- The proportion of respondents reporting that they were either 'concerned' or 'very worried and upset' reduced from 35% in May 2020 to 12%.

Results for different staff groups were consistent overall, with the exception of **staff with disabilities**



Staff with disabilities are:

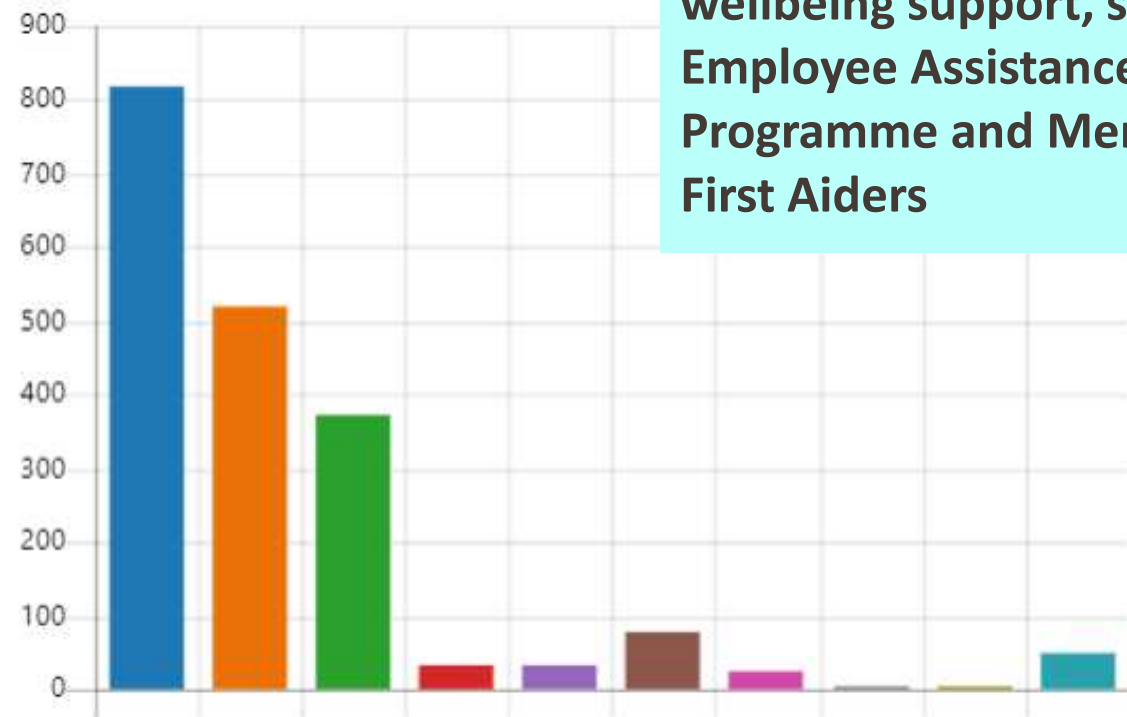
- 17 x less likely to feel 'good or positive'
- Twice as likely to feel 'quite concerned and anxious'
- 6 x more likely to feel 'very worried and upset'

People are more likely to turn to external and informal sources of support rather than the support provided internally

1. Which of the following sources of support have you used?

[More Details](#)

Talking with family or friends	820
Talking with colleagues	518
Talking with my manager	374
Haringey's Employee Assistan...	31
Intranet resources such as 'Be ...	32
External professional support	79
Fuse resources and events	23
Hays Thrive	6
Mental Health First Aider	3
Other	51



We will look at ways to increase the take-up of our internal wellbeing support, such as the Employee Assistance Programme and Mental Health First Aiders

At a third of respondents would not be confident to speak openly with their manager if they experienced a negative impact on their wellbeing at work and just half would not be confident to speak openly with colleagues

If you have experienced, or were to experience, a negative impact on your mental wellbeing at work, how confident would you be to speak about it openly?



- I would be confident to speak with my manager and colleagues about it openly
- I would be confident to speak with my manager about it openly, but not my colleagues
- I would be confident to speak with my colleagues about it openly, but not my manager
- I would not be confident to speak about it openly with my manager or colleagues

- 46% of respondents reported that they would be confident to speak with their manager and colleagues openly and 22% of respondents would be confident to speak openly with their manager but not their colleagues, meaning that **68% overall would be confident to speak openly with their manager**
- 11% of respondents would be confident to speak openly with the colleagues but not their manager, meaning that **57% overall would be confident to speak openly with the colleagues**

We are exploring what we can do to increase confidence in speaking openly with managers about mental health and wellbeing

Most people feel well connected with their immediate work team

5. How connected do you feel with your immediate work team? (1 = not at all connected, 10 = very connected)

[More Details](#)

Insights

892

Responses

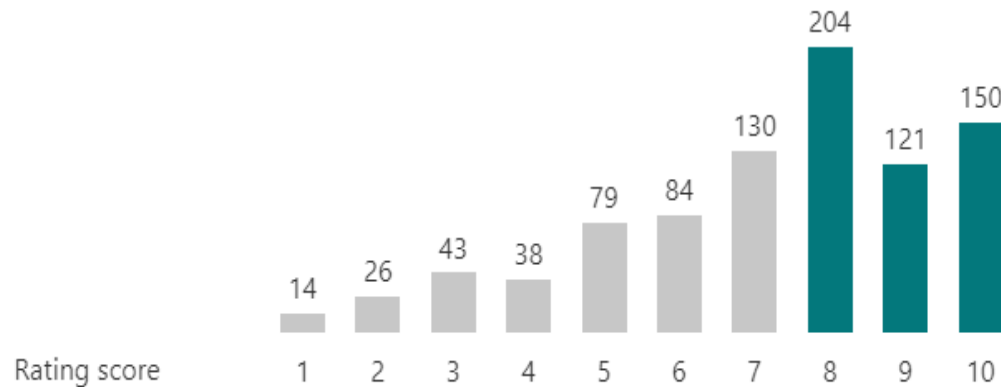
7.17

Average Number

53% rated between "8-10"

Score distribution

(May 2020 average was 7.66)



Although the average score has reduced slightly since the May 2020, despite mainly working remotely, people's connection to their immediate team remains high

...t they feel less well connected with other teams and services

6. How connected do you feel with other teams and services? (1 = not at all connected, 10 = very connected)

[More Details](#)

Insights

892

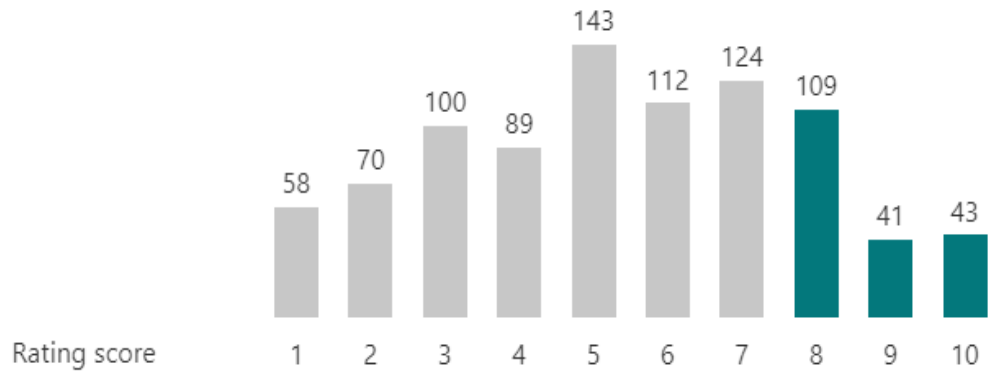
Responses

5.38

Average Number

22% rated between "8-10"

Score distribution



The lower score here reflects wider global research that a high degree of remote working has a potential to erode relationships across organisations and reinforce silos

We will discuss with Corporate Management Group, to generate ideas for encouraging greater collaboration across the Council

ough it has reduced slightly in the past year, people generally feel
they have been kept well informed by the Council during lockdown

7. I have been kept up-to-date and well informed by the Council during lockdown (1 = very strongly disagree, 10 = very strongly agree)

[More Details](#)

 Insights

889

Responses

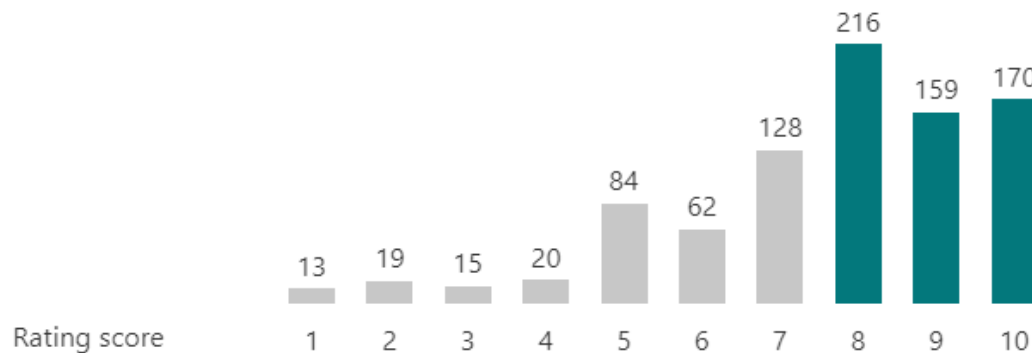
7.59

Average Number

62% rated between "8-10"

Score distribution

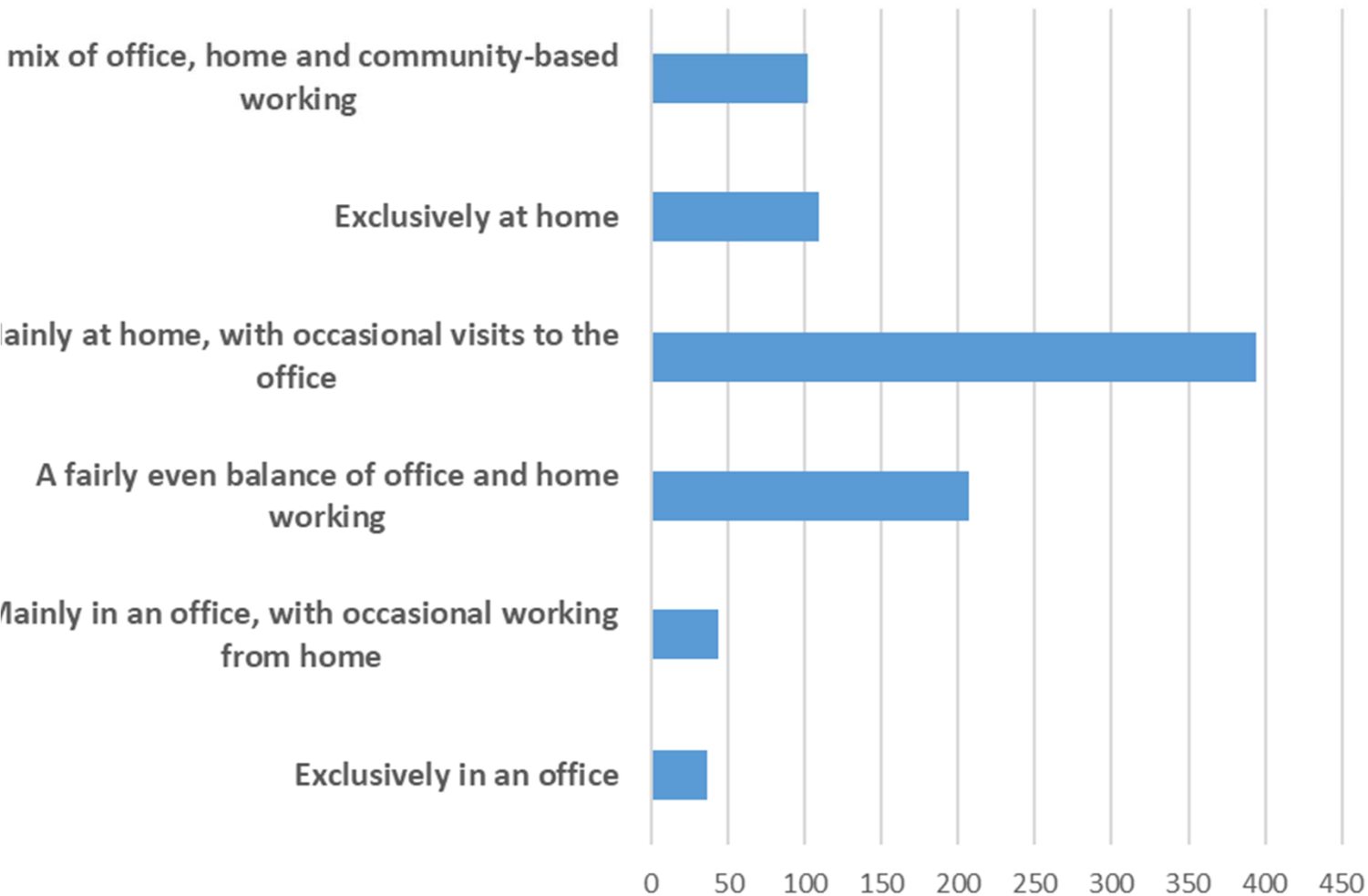
(May 2020 average was 8.48)



Most staff are still feeling well informed, which has been helped by remote working technology like MS Teams significantly increasing engagement in events like 'Let's Talk'

Most people don't want an 'either/or' home vs office, but something in between

As we transition out of lockdown, what would your preferred work location be going forward?



Despite its obvious popularity as a work location, only 12% of respondents want to work exclusively from home.

Only 4% want to work exclusively in the office.

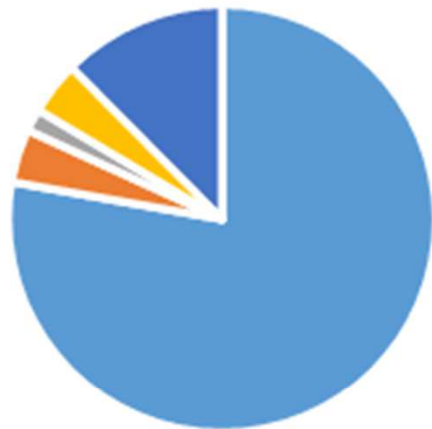
Page 36

What the majority want is a balance

Returning to a balance between office and home each week will be the best of both worlds for me.

Over 77% of staff have had both vaccinations

What is your current vaccination status?



- I've had both jabs
- I've had a single jab
- I haven't been vaccinated yet, but intend to
- I haven't been vaccinated yet, and don't intend to
- I would prefer not to indicate my vaccination status

Vaccination status remains a sensitive issue, with 12% preferring not to indicate their status.

I am concerned that some people have chosen not to be jabbed. I feel this is going to be a huge hindrance when people start coming back together over the Autumn/Winter period.

Page 37

Concerns over colleagues not being vaccinated came up several times in the open-ended survey question.

Many are concerned about the prospect of using public transport

How do you currently feel about using public transport to get to a work location?

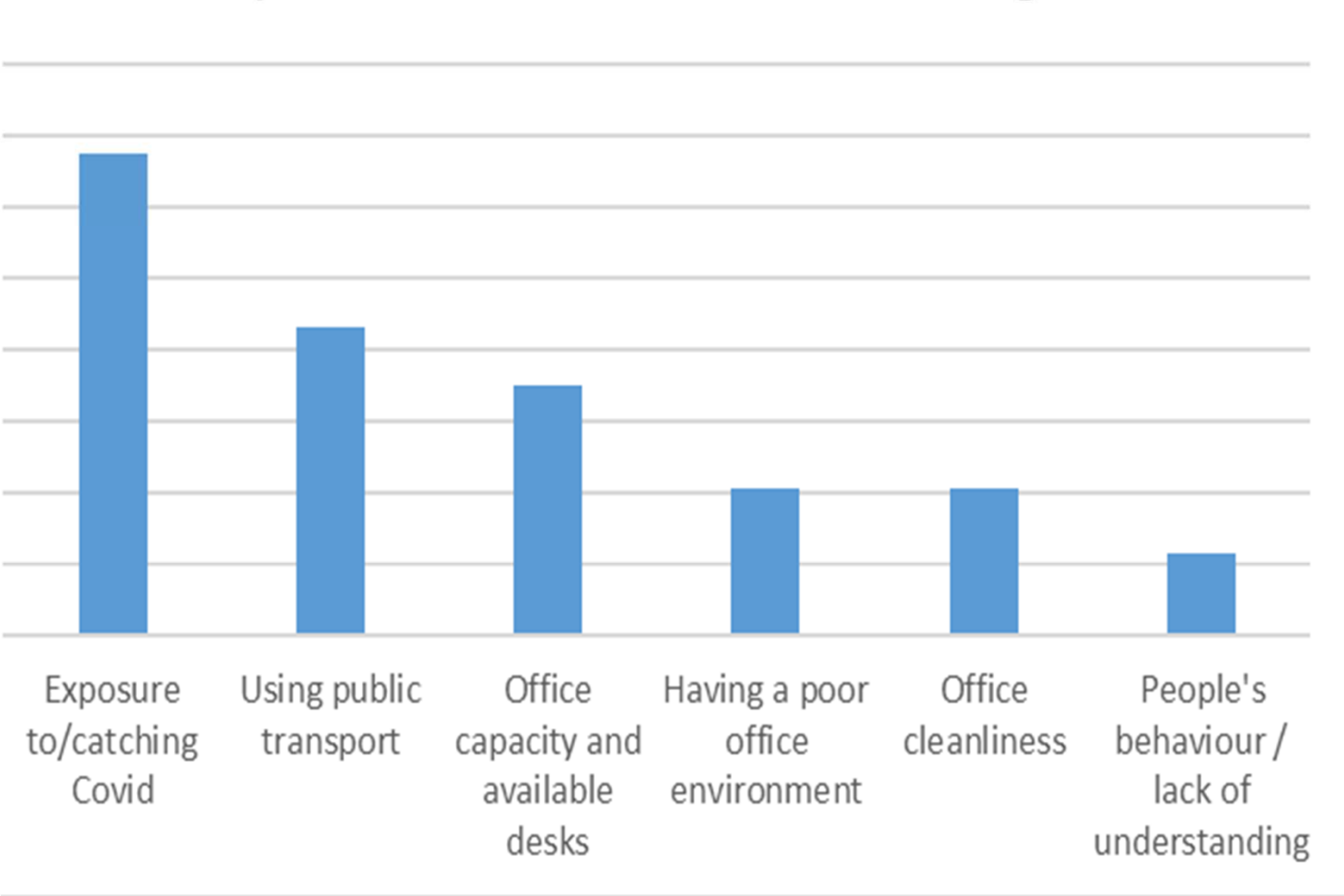


- I'm pretty relaxed about it
- I've got slight concerns
- I've got strong concerns
- I'm not prepared to use public transport at the moment

3 in 4 respondents have concerns about using public transport to get to work, with 19% not prepared to use it at all

Exposure to Covid is still the main concern*

Top 6 concerns about office working



I am more concerned about travel to work than actually being in the office

I'm concerned about other people's behaviours, though and understanding when you are part of an at risk group or a part of an extended family with vulnerable members

I'm concerned about what the return to the office logistically looks like; how do we ensure there is a workspace waiting for us after a long commute?

* based on an analysis of 649 answers to the open-ended survey question

It's great to see that many people are looking forward to seeing colleagues in person again

Top 6 general comments



We have employed so many new people in the team during lockdown it was wonderful to meet up with them at the Team Day

I am keen to meet and mix with colleagues, particularly those outside my team that I feel my connections is not as strong these days.

I need a reason to be in the office i.e. not just to do the same work I do from home or have Microsoft Teams meetings in an office environment

Based on an analysis of 649 answers to the open-ended survey question