

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
MONDAY, 14 DECEMBER 2015**

Councillors           Kaushika Amin (Chair), Jason Arthur, Patrick Berryman (Vice-Chair) and  
Bernice Vanier

In attendance       Councillor Gideon Bull

Apologies           Councillor Sarah Elliott

**SRC117.       FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

**SRC118.       APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were received from Cllr Elliott.

**SRC119.       URGENT BUSINESS**

There were no items of urgent business.

**SRC120.       DECLARATIONS OF INTEREST**

There were no declarations of interest.

**SRC121.       DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

There were no such items.

**SRC122.       MINUTES**

**RESOLVED**

That the minutes of the meeting held on 14<sup>th</sup> September be approved as a correct record and signed by the Chair.

**SRC123.       NEW SENIOR MANAGERS' PAY AND GRADING ARRANGEMENTS**

The Committee considered the report on the new senior managers' pay and grading arrangements, presented by the Chief Executive. The report gave an update on the outcome of the consultation process agreed at the previous meeting, and recommended that the changes proposed be implemented.

The Committee welcomed the greater democratic control that the proposals entailed. In response to a question regarding the type of roles that came under the 'Senior Professional' heading, it was reported that this would encompass specialist roles such as planners, social workers and finance staff. In respect of the need for a detailed financial evaluation to confirm the affordability of the proposals as set out in the comments of the Chief Finance Officer, the Chief

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Executive advised that it was proposed that this be undertaken in January 2016. In response to a question regarding the timescale for implementation, it was anticipated that the new contracts would be implemented by April 2016.

Cllr Gideon Bull was in attendance at the meeting and asked a question regarding the reasons for difficulty in recruitment and retention of senior staff. The Chief Executive advised that there were a number of factors, including the wider financial climate in Local Government, a reputational legacy in Haringey and further work that was required in respect of offering flexibility and the ability to develop a career here. It was reported that a more robust approach to undertaking and analysing exit interviews was being adopted, and that the recent work to develop specialist senior manager contracts (which formed an item later on the agenda) should also help to address recruitment and retention issues.

In response to a question from the Committee, it was confirmed that the new pay bands were broadly in line with the current pay bands; Ian Morgan, Reward Strategy Manager, gave an overview of the new structure and advised that the proposals remained the same as those the Committee had been briefed on earlier in the year. The Chief Executive advised that in the coming year the data from the My Conversation process would enable the Council to better evaluate individual contributions.

### **RESOLVED**

- i) That the Staffing and Remuneration Committee note the successful conduct and satisfactory outcome of the consultation regarding the Senior Pay Principles and Grading Structure.
- ii) That the new Senior Managers Pay and Grading Structure, as detailed in Appendix B, be agreed with effect from the 1 April 2016.

### **SRC124. WORKFORCE PLAN - SENIOR MANAGER EMPLOYMENT CONTRACT**

The Committee considered the report on the Senior Manager Employment Contract, as presented by the Chief Executive. The report set out the background to the proposed new contract, and recommended that the proposed new employment contract be issued for comment to all senior managers. It was felt that it was important to bring this report to a public meeting, as part of the Council's commitment to transparency.

Looking at the wording of the draft contract, the Committee suggested that the wording in the first sentence of paragraph 3.1 could be strengthened; it was suggested that the word 'encouraged' could be amended to 'supported' such that the sentence would begin 'The Executive agrees to work and will support others to work in accordance with the current written values "Our Values" of the Council...'

**Action – AD Human Resources**

The Committee asked about the Normal Hours section of the contract and the agreement that the 48 hours working week restriction did not apply. It was

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noted that this ensured from the outset that the contracts explicitly enabled the flexibility associated with certain specific duties required of senior managers.

**RESOLVED**

That the Committee:

- i) Agrees the new Senior Manager Employment Contract, attached at Appendix A to the report, to be issued for comment to all senior managers;
- ii) Notes that there will be a slightly varied version for the Chief Executive, to reflect the fact that there are different line management arrangements, which will be issued by the Leader of the Council to the Chief Executive for comment;
- iii) Notes that the final version of the Senior Management Employment Contract is to be brought back to the Committee on the 26 January 2016 for approval, to be issued to all senior managers apart from the Chief Executive to take effect from 1 April 2016;
- iv) Notes that the final version of the employment contract for the Chief Executive is to be brought back to the Committee on the 26 January 2016 for approval, to be issued to the Chief Executive to take effect from 1 April 2016.

**SRC125. UPDATE RELATING TO THE OUTCOME OF THE TIER 3 REVIEW**

The Committee considered the report on the outcome of the Tier 3 review, presented by the Chief Executive. It was noted that this was an important piece of work that would clarify the structure of the organisation at Heads of Service level and would ensure a good understanding of the capabilities of the individuals within this management cohort, and enable further development opportunities to be identified. It was reported that this exercise would also provide a useful benchmark of where the Council was as an organisation.

The Committee welcomed this piece of work, and requested that analysis of the information coming out of the assimilation development interview question and answer sessions be undertaken; it was agreed that this would be very useful.

In response to a question from the Committee regarding the 26 staff earning more than £100k, which consisted of the current senior leadership team and assistant directors (tiers 1 and 2), it was reported that this number would remain the same following the move to the new structure, however those staff would be assimilated into the new pay and grading arrangements. There was no proposal to increase the number of staff at tiers 1 and 2. It was noted that the number of tier 3 officers under the new structure was 63, a significant reduction on the number of posts at this level three years previously. The Chief Executive noted that it was a very significant and positive step that the Council now had a full complement of permanent appointments at assistant director level.

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The Committee asked how the new structure compared with other local authorities in respect of the numbers of senior staff and the pay banding. Jacquie McGeachie, Assistant Director of Human Resources, advised that the salary structure had been based on significant benchmarking data and the new structure was broadly in the middle compared with other London boroughs.

It was agreed that the current Council organogram, including names of post-holders would be circulated for information.

**Action: Clerk**

**RESOLVED**

That the revised senior management Structure Charts at Appendix A to the report be noted.

**SRC126. CHILDREN'S SERVICES RECRUITMENT AND RETENTION OFFER**

The Committee considered the report on the Children's Services Recruitment and Retention Offer, as introduced by Jon Abbey, Director of Children's Services. Andy Briggs, Interim AD Business and Resources, gave a presentation outlining the benchmarking findings and feedback for recruitment and retention incentives, quotes from the Haringey CYPS Social Work survey 2015, staffing statistics, the financial and non-financial benefits of the proposed offer, implementation methods and costs, other proposed recruitment and retention initiatives and performance indicators. The Interim AD Business and Resources also circulated some draft promotional recruitment brochures to the Committee for reference.

The Committee felt that this was a positive piece of work, and welcomed the focus on non-financial benefits as well as financial benefits. The Committee asked about the decision of Enfield to withdraw their social work recruitment and retention benefits, and noted that there was as yet no information and that this would be closely monitored. The Committee asked about caseloads, as this was known to be an important factor in social work recruitment and retention, in response to which the Director of Children's Services acknowledged that this was a very important factor and that benchmarking of caseloads was currently being undertaken. It was noted that there was a cost implication associated with lower caseloads and that it was therefore essential to find a suitable balance.

The Committee asked whether introducing such incentives for children's social workers would have a knock-on effect in adult social care, however it was reported that the recruitment issues facing adults social workers were significantly smaller than those in children's services and that only a small number of local authorities had schemes in place specifically targeted at adults social workers. The Interim AD Business and Resources advised that there were other options available in respect of recruitment to adults social care, which had already been exhausted in relation to children's social care.

In response to a question from the Committee regarding proposals for a scholarship scheme and how this would be funded, it was reported that discussions were taking place around the possibility of asking organisations

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with significant contracts with the Council to consider funding scholarship places. It was noted that it would be important to introduce controls to ensure that people stayed working for the Council for a period after their training was completed, and that this could be a cost-effective way of attracting and retaining talented individuals for several years.

It was noted that there were concerns around introducing such measures in the current climate of reduced resources, however there were clear issues which it was essential to address. The Committee requested a review of the effectiveness of the measures in January 2017, and that a report be brought to the Committee before that time, setting out the scope and methodology of how this review would be undertaken. The Director of Children's Services advised that it was hoped that with the assistance of such measures, the Council could achieve a 'Good' rating from Ofsted and could then become increasingly competitive in respect of recruitment of social workers.

It was agreed that the Committee would be provided with copies of the draft promotional brochure in order to provide more detailed feedback; an initial view was that a greater 'people focus' would be beneficial.

**Action: Interim AD Business and Resources**

In relation to retention and development of staff, it was noted that the Interim AD Business and Resources, Mr Briggs, was a good example of an officer who had been given the opportunity to develop and take on a number of different roles across the Council, and that this was a model that should be further developed and adopted in order to ensure a flexible and capable workforce.

**RESOLVED**

That the Committee:

- i) Note the implementation of the recruitment and retention monetary reward as delegated, subject to consultation, to the Director of Children's Services, by the Committee on 14 September 2015;
- ii) Agree the recruitment and retention monetary reward, as detailed in paragraph 3.13 of the report, to take effect from 1<sup>st</sup> January 2016 and to replace the recruitment and retention monetary reward referred to in paragraph 3.12 of the report;
- iii) Agree the further incentives and initiatives to be implemented to enhance the recruitment and retention offer for social workers in Haringey, as detailed in paragraphs 4.7 onwards in the report.

**SRC127. MONITORING SUCCESS OF WORKFORCE HEALTH AND WELLBEING STRATEGY**

The Committee considered the report on monitoring the success of the Workforce Health and Wellbeing Strategy, presented by Tamara Djuretic,

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Assistant Director of Public Health. The report gave details of the three proposed overall outcomes measures: overall reduction in sickness absence, reduction in work related injuries and illnesses and improved mental health and wellbeing of all staff.

The Committee asked how confident the Council could be in the findings from the stress assessment tool, given the low response rate, in response to which the Assistant Director of Public Health advised that the information reflected broader trends, and was felt to reflect the current situation reasonably accurately. It was noted that the response rate was in line with other organisations.

The Committee felt that incorporating the Warwick Edinburgh Wellbeing survey question as part of the wider staff survey would be a useful exercise, but also requested the inclusion of an additional question relating to how well management supported staff in relation to mental health issues. The Committee also felt that it would be useful to analyse the results of these questions in the survey by service area in order to identify areas where there may be specific issues that needed to be addressed. It was agreed that this would be useful, however there was a need to be careful in respect of confidentiality where service areas were very small, and this would need to be taken into consideration.

The Assistant Director of Public Health gave an overview of the mental health awareness training provided for managers, which was followed up with group therapy where a specific need was identified. In response to a question from the Committee it was confirmed that the management training was not compulsory, but was being promoted by the Chief Operating Officer.

In response to a question from the Committee, it was confirmed that the Workforce Health and Wellbeing Strategy covered all staff working on the Council's behalf, including Homes for Haringey, and those working for external contractors under a TUPE arrangement. It was reported that the Council was working to ensure that all of those staff had access to the same training and services as those staff directly employed by the Council. The Committee agreed that this was an important issue, and the Assistant Director of Human Resources agreed that this would be taken into consideration as part of future TUPE agreements.

**RESOLVED**

That the proposed measures and targets set for the Workforce Health and Wellbeing Strategy implementation over the next three years be endorsed, with the inclusion of a separate question in the staff survey around management support of mental health issues.

**SRC128. PEOPLE MANAGEMENT DATA RELATING TO Q2 (JULY TO SEPTEMBER)**

The Committee considered the report on People Management Data, presented by Jacque McGeachie, Assistant Director of Human Resources. In respect of actions taking place to reduce spend on consultants, interims and agency staff,

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it was reported that the Chief Executive had met with all assistant directors to look at ways of reducing the use of interims, and that a procurement exercise had been undertaken resulting in a pay rate reduction for the majority of consultants from 1 September 2015. The Chief Operating Officer had also issued an instruction for interims to take the three day break between Christmas and New Year.

The Committee expressed concern at some of the longer-term consultants set out in the report, particularly in IT Services. The Chief Executive advised that IT was a specialist area that was very difficult to recruit to, and that Cabinet would be considering proposals in the New Year to look at alternative ways of delivering these services, which would help address the issue of dependence on agency staff.

The Committee noted that it was important for them to have the opportunity to see this data, and to have a discussion with officers around the issues arising. It was suggested that it would be useful for the report to include gross cost figures, for even greater transparency. The Committee felt that overall things were moving in a positive direction, however the Council was not yet where it would wish to be in terms of figure around consultants, interims and agency staff.

The Chief Executive acknowledged that there were concerns around recruitment issues, for example in children's social work, as discussed earlier on the agenda, leading to a dependency on agency staff, and that these pressures would continue to cause the figures to fluctuate. It was also felt that there was further opportunity to reduce the costs associated with the use of agency staff. In response to a request from the Committee, the Chief Executive agreed that a breakdown of spend by service area on agency staff and consultants and interims would be provided and it was noted that all service areas had a target for where they should be in a year's time. In response to a question from the Committee regarding whether Haringey's spend on agency staff and consultants was in line with other local authorities, it was reported that this was difficult to assess, as such figures were inevitably affected by significant transformation programmes.

The Committee welcomed Dan Hawthorn, Assistant Director for Regeneration, to the meeting to give an overview of the use of consultants and interims in his service area, and the actions taken to monitor and manage this.

Mr Hawthorn advised that the use of consultants and interim staff in his area of responsibility could be broadly divided in two – on the Housing side, significant changes had been taking place; a review of the purpose, function and structure of that team was due for completion shortly, and a new Housing Strategy was also currently under development against a background of very fast-moving policy changes. The majority of the consultants and interims in his area were employed in this service and it was anticipated that their number would reduce significantly as staff began to be recruited on a permanent basis to the new structure. The other consultants and interims in his service were reported as those working on specialist, time-limited projects – there would always be a need for such pieces of work and it was not therefore expected that this number, which made up the minority of consultants and interims he was

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responsible for, would reduce significantly. Mr Hawthorn advised the Committee that his main priority in managing the use of consultants was that their use created no additional budgetary pressure. In response to a point raised regarding the Housing Transformation Project Manager Post, the Assistant Director for Regeneration agreed that, where it was known that the post related to a long-lasting project, consideration would be given to appointing someone to a fixed-term contract.

Cllr Bull, in attendance at the meeting, asked for a clarification of the terms 'consultant' and 'interim', in response to which the Assistant Director of Human Resources advised that interims were those covering an established post, whereas consultants were covering supernumerary posts or undertaking pieces of transformation work. It was noted that the reduction of day rate that had been negotiated affected both consultants and interims, regardless of the work they were responsible for. In response to a further question from Cllr Bull as to whether the Council considered in-house expertise for projects, the Chief Executive advised, as an example, that there had been significant success in investing in the Council's in-house business analysis service in order to reduce the dependency on external expertise in this area. A further example was the customer service transformation programme, which was being largely managed by internal staff, but there would be some highly specialist pieces of work for which external support would be required. It was reported that the Council's spend on consultants was a very small proportion of the Council's overall budget, and that they tended to use small, specialist firms rather than large consultancy organisations. The Chief Executive advised that there was a need to identify areas of spend that were not aligned to the Council's corporate priorities, and stop spending in those areas.

Cllr Bull asked how Members could receive assurance in respect of the performance of external consultants. It was noted that Members had a range of sources of information about performance available to them, such as the reviews undertaken by the CDU, asking questions of Cabinet Members, contacting officers directly, attending the relevant committees and it was important for Members to take responsibility for asking for the information they required. The Assistant Director of Regeneration noted that he encouraged his project officers to interact with Members, as they had the first-hand knowledge of the work being undertaken, and he was therefore confident that Members were aware of what staff members, including consultants and interims, were working on.

The Committee asked if it was possible to issue details of the day rates for consultants and interims, and it was agreed that this information would be supplied.

**Action: AD Human Resources**

In response to a question regarding how performance was managed for large contractors such as iMpower, it was reported that this would be using dedicated project boards for large-scale projects, client managers on the procurement side and agreements such as payment on results.

The Committee noted the current rate of sickness absence, and the measures in place to improve this. It was noted that Human Resources were hosting



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workshops with managers to support absence monitoring processes, and that there was a specific focus on addressing single-day absences on Mondays and Fridays. It was emphasised that there was a need to address sickness absence rates not only for savings, but also as part of the Health and Wellbeing Strategy.

In respect of the diversity statistics, the Chief Executive noted with concern that the number of BAME employees undergoing disciplinary and grievance procedures was disproportionate and work was needed in order to explore the reasons for this. The Committee agreed that it was important for this to be looked into, and welcomed that it had now been formally identified as an area for action.

**RESOLVED**

That the Committee note the report.

**SRC129. HOMES FOR HARINGEY TUPE TRANSFER**

The Committee considered the report in respect of the Homes for Haringey TUPE transfer, presented by the Assistant Director of Human Resources. Further to the production of the report, the Committee was advised that the trade unions had identified an agreement adopted in 2006 which they proposed to use as the basis for the current negotiations, and further discussions around the transfer of staff to Homes for Haringey would be held with the Council and Employee Joint Consultative Committee in January 2016. In response to a question from the Committee, it was noted that these ongoing discussions would not affect the recent transfer of Facilities Management staff to Amey.

The Committee noted that the draft Statement of Practice appended to the report would be subject to significant further change following the production of the agreement dating to 2006 by the trade unions, but it was recommended that any emerging Statement of Practice should include explicit reference to local residents.

**RESOLVED**

That the content of the report be noted.

**SRC130. SUMMARY OF THE ORGANISATIONAL RESTRUCTURES AND THE CREATION OF NEW POSTS APRIL TO SEPTEMBER 2015**

The Committee noted the report on the summary of organisational restructures and creation of new posts in April to September 2015, presented by the Assistant Director of Human Resources. It was proposed that the Committee receive such reports on a regular basis in order to keep them informed of changes to the organisational restructures that were taking place.

In response to a question from the Committee, in respect of posts deleted it was agreed that future reports would include information on the number of staff members redeployed, the number of voluntary redundancies and compulsory

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redundancies, and the number of deleted posts that had previously been vacant or filled by agency staff.

The Committee felt that it was useful to have a report pulling all of this information together and for this information to be in the public domain.

**RESOLVED**

That the content of the report be noted.

**SRC131. INCLUSION AND DIVERSITY ACTION PLAN**

The Committee considered the report on the Diversity Action Plan, presented by the Assistant Director of Human Resources. The full report produced by ENEI was appended to the Committee report, and the Committee was advised that the HR Policy Manager, Julie Amory, had been working through the review document in order to pull out the key themes, which were set out at paragraph 6.4 of the covering report. The Committee noted that work on taking forward the recommendations, including the planning and prioritisation of actions, was being led by a cross-council project group. It was noted that greater detail was needed in respect of *how* the recommendations would be implemented and that the project group would be looking at this in January 2016.

It was noted that the Committee would receive regular reports on this work, and it was suggested that the next report should focus on the seven common themes identified in the report and the actions associated with those. The project group would be meeting every six weeks throughout 2016 and the Committee felt that it would be useful to get feedback from these meetings on a regular basis. The Committee also suggested that it would be useful to get an idea of the relative weighting of the issues in order to assist with prioritisation.

The Committee emphasised that ensuring this work was properly embedded would be the key to developing this work fully; linking the actions arising from the recommendations with the current organisational changes would help to ensure that they were embedded in any new arrangements from the outset. It was also noted that it was still important to address any issues relating to equality and diversity that were not explicitly set out in the action plan, and not to limit work only to those issues covered in this review. The Committee noted that consideration would need to be given to the full range of potential actions as part of its response to the emerging action plan.

It was reported that a further update would be presented to the Committee in March 2016.

**RESOLVED**

That the proposed draft action plan attached at Appendix 2 to the report be noted, and that it also be noted that the recommendations and draft action plan would be considered by the Overview and Scrutiny Committee on 17<sup>th</sup> December 2015.

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**SRC132. UPDATE TO THE RESTRUCTURE POLICY AND TO THE REDEPLOYMENT POLICY**

The Committee considered the report on updates to the restructure policy and redeployment policy, presented by the Assistant Director of Human Resources. It was noted that the amendments proposed were minor changes relating to staff on parental leave, and had arisen from recent case law.

**RESOLVED**

That the Committee note the content of the report and approve the amendments detailed therein.

**SRC133. STAFFING AND REMUNERATION COMMITTEE FORWARD PLAN DECEMBER 2015 TO MARCH 2016**

The Committee considered the report on the Staffing and Remuneration Committee Forward Plan to March 2016, presented by the Assistant Director of Human Resources.

**RESOLVED**

That the Forward Plan be noted.

**SRC134. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**SRC135. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting for the following item, as it contained exempt information as defined in Section 100a of the Local Government Act 1972 – paragraph 1; namely information relating to an individual.

**SRC136. EXEMPT MINUTES**

**RESOLVED**

That the exempt minutes of the special meeting of the Staffing and Remuneration Committee held on 5 November 2015 be approved as a correct record and signed by the Chair.

**SRC137. ANY OTHER ITEMS OF EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

The meeting closed at 9.30pm.

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**Cllr Kaushika Amin**

**Chair**