



Haringey Council

Staffing and Remuneration Committee

MONDAY, 26TH JANUARY, 2015 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Arthur, Elliott, McShane, Meehan (Chair) and Vanier

AGENDA

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (late items will be considered under the agenda items where they appear). New items which are non-exempt will be dealt with at item 9, and those which are exempt will be dealt with at item 13.

3. DECLARATIONS OF INTERESTS

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.

4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

5. MINUTES (PAGES 1 - 6)

To confirm the unrestricted minutes of the Staffing and Remuneration Committee held on 20 November 2014(attached), and the special meeting held on 16 December 2014 (TO FOLLOW).

6. HARINGEY ACADEMY - ENTRY SCHEMES AND APPRENTICESHIPS FOR EXISTING STAFF (PAGES 7 - 28)

Report of the Interim Assistant Director Human Resources – To consider proposals for a number of entry level schemes and an apprentice-like offer of qualification training for existing staff, to form part of the Haringey Academy which includes principles and processes for managing Haringey's capability and talent, and will provide clear career paths as well as development opportunities for the skills we need in the future.

7. REPORT ON THE PROCESS FOR MANAGING CONSULTANTS & INTERIMS INTO THE ORGANISATION (PAGES 29 - 38)

Report of the Interim Assistant Director Human Resources – To receive a further update on the position as regards Consultants or Interims contracted across the Council, and details of the introduction of the process for all new contracts effective from 1st January 2015.

8. ANY OTHER BUSINESS THE CHAIR CONSIDERS TO BE URGENT

9. EXCLUSION OF THE PUBLIC AND PRESS

Items 10-13 are likely to be the subject of a motion to exclude the press and public from the meeting as they contains exempt information as defined in Section 100a of the Local Government 1972 – paras 1 & 4 ; namely information relating to an individual, and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the Authority or a Minister of the Crown and employees of, or office-holders under, the Authority.

10. MINUTES (PAGES 39 - 40)

To confirm the exempt minutes of the Staffing and Remuneration Committee held on 20 November 2014(attached), and the special meeting held on 16 December 2014 (TO FOLLOW).

11. MODERN REWARD STRATEGY - PERFORMANCE MANAGEMENT SCHEME FOR CHIEF OFFICERS (PAGES 41 - 86)

Report of the Interim Assistant Director Human Resources

12. ~EXEMPT ACTION OF THE CHIEF EXECUTIVE

TO FOLLOW

13. ANY OTHER EXEMPT ITEMS THE CHAIR CONSIDERS TO BE URGENT

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Friday, 16 January 2015

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**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
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Councillors Arthur, Elliott, Jogee, Meehan (Chair) and Vanier

Apologies Councillor McShane

LC15. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor McShane for whom Councillor Jogee was substituting.

NOTING

LC16. URGENT BUSINESS

The Democratic Services Manager – Mr Hart, advised that there would be an item of urgent unrestricted business in relation to the recent pay award settlement for 2014/ 15.

LC17. DECLARATIONS OF INTERESTS

There were declarations of interests.

NOTED

LC18. MINUTES - 8 SEPTEMBER 2014

RESOLVED

That the unrestricted minutes of the Staffing and Remuneration Committee held 8 September 2014 be confirmed as an accurate record of the proceedings.

LC19. MINUTES ACTIONS UPDATE

Noted the circulated actions update.

LC20. STAFFING AND REMUNERATION COMMITTEE - FORWARD PLAN

The Interim Director of Human Resources – Ms McGeachie referred to the circulated forward plan of items to be considered at forthcoming meetings as detailed.

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In particular Ms McGeachie referred to the Special Staffing & Remuneration Committee scheduled for 16 December 2014 which would be considering the Workforce Plan, and the Reward Strategy. This meeting would meet at 19.30hrs or on the rise of the Cabinet meeting which would commence at 18.30hrs that evening.

Ms McGeachie referred to the meeting on 26 January 2015 there would be items relating to the pay policy 2015 which would require sign off before approval by Full Council, the Well being report, Haringey Academy, Equalities and Inclusion, and HR policies relating for consultation.

NOTED

LC21. WORKFORCE BOARD UPDATE - PRESENTATION

The Committee received a presentation from Karen Rowing – HR Services in relation to the proposal to introduce a number of entry schemes – a copy of which would be interleaved in the minutes.

Members asked and received clarification in relation to details of the presentation particularly in relation to the support processes for the apprenticeship and internship scheme.

In particular Ms McGeachie referred to the actual rate that would be paid to those entering the scheme the view of officers that this should be tiered according to age.

The Committee considered the suggestion and it was felt that it would be appropriate to pay Year 1, £6.50 p/h (higher rate of the NMW) £195 per week, £10,167 and Year 2, the LLW.

The Chair summarised and it was:

RESOLVED

- i. That approval be given to the establishment of the Workforce Board; and
- ii. That the presentation on Entry Schemes to be noted

LC22. PROCESS FOR MANAGING CONSULTANTS & INTERIMS INTO THE ORGANISATION

The Human Resources Strategy/ Policy Consultant – Ms Engwell introduced the report as circulated.

In response to a number of questions in relation to how contracts were appointed to, the length of contracts and the reasons for this, Ms Evans advised that it was the case with all consultants and interim appointments within the organisation that before any contract was entered into a clear business case was made, and justified. It was also the case that external consultants provided a level of expertise not always found within the

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existing workforce, or else to compliment an existing team i.e. the Tottenham regeneration programme and the Love Lane development team.

In response to further questions Ms Evans advised that the appendix gave a clear indication of the level of consultants employed and that this information was now in the public domain.

The Chair then summarised and it was:

RESOLVED

That the reported be noted.

LC23. WORKFORCE MANAGEMENT DATA

The Human Resources Strategy/ Policy Consultant – Ms Engwell introduced the report as circulated.

The Chair referred to page 36 of the report the BME figure shown in the second table as 90% under the dismissal column, and question the accuracy of this figure.

Following a brief discussion Ms Evans advised that this figure, and indeed a number of the figures shown were not inaccurate, but could be misconstrued and therefore a form of guidance of how the figures should be interpreted was required.

The Chair then summarised and it was :

RESOLVED

- i. That the workforce data proposals to be provided on a quarterly basis be noted; and
- ii. That approval be given to receiving the work force data on a quarterly basis subject to an explanation of the recruitment and retention figures/data as detailed in the appendix to the report.

LC24. LONDON LIVING WAGE

Following an introduction of the circulated report by the Human Resources Business Partner – Ms Mathieson, there being no points of clarification, the Chair summarised and it was:

RESOLVED

- i. That the local hourly pay supplement for council employees at the lower end of the London pay spine be increased so that no person would be

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paid less than the London Living Wage in line with the Mayor of London's announcement i.e. £9.15 per hour with effect from 3 November 2014.

- ii. That the increase be reflected in the salaries of staff in December 2014; and
- iii. That the pay rates of agency workers be increased so that no person would be paid less than the London Living Wage in line with the Mayor of London's announcement i.e. £9.15 per hour with effect from 3 November 2014.

LC25. ANY OTHER ITEMS OF URGENT UNRESTRICTED BUSINESS

i. NJC PAYAWARD

The Chair asked for a brief introduction.

The Human Resources Business partner – Ms Mathieson **TABLED** a late briefing paper which advised that the Council was notified on Monday 17 November 2014 that the National pay award for employees covered by the NJC (National Joint Council for Local Government Services) had now been agreed following a recent period of consultation with Employers and Trade Unions. Ms Mathieson advised that the award covered most council staff and non teachers in schools (5325 employees). The **TABLED** briefing informed the Committee of the agreement reached and the implications for the Council.

Ms Mathieson further advised the meeting that earlier in 2014 the Employers put forward an offer of 1% which was rejected by the unions and led to a day of industrial action on 10 July. A further two days of action was planned but was called off when Employers put forward this new package. There was then a period of consultation with Employers and Trade Unions which ended on 14 November 2014 and resulted in an agreement being reached.

Ms Mathieson advised that in terms of costs this was estimated over the 2 year period at £3m (£0.8m for 2014/15 & £2.2m for 2015/16), and could be accommodated within the overall inflation provision. The settlement did not include a provision to backdate salary increases to 1 April 2014 (which was normally the case). Ms Mathieson stressed that the deal was a little more complex than normal and was a combination of an increase in salaries taking effect from 1 January 2015 ranging from 2.2% to 8.56% and lump sum payments ranging from £100 to £325 to be paid in December 2014 and April 2015. The biggest increase in salaries and lump sum payments were at the bottom end of the salary scales. It was the case that Casual Workers would also benefit from the increase to salaries and may qualify for the lump sum payment if they met certain criteria.

In terms of the lump sum payment Ms Mathieson advised that the lump sum payment due to be paid in April 2015 be bought forward to December 2014 (as highlighted in tabled summary), as it would be more beneficial to employees to receive one larger lump sum than 2 smaller ones and especially

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so just before Christmas. Ms Mathieson advised that apart from the minimal potential interest the Council would accrue with the money being in its bank account there was no additional cost to the council for bringing forward this payment and would actually save time in administering just one payment instead of two. The qualifying date for entitlement to this lump sum payment was 1 December 2014 even though it was paid in two stages. Therefore even if employees left the Council between 2 December and 31 March 2015 they would still qualify for the second stage lump sum payment in April 2015.

Following points of clarification from the Committee which were responded to the Chair then summarised and was:

RESOLVED

- i. That it be noted that the council would be implementing the National pay award for employees covered by the NJC (National Joint Council for Local Government Services) agreement with immediate effect;
- ii. that approval be given to bringing forward the April 2015 lump sum payment to December 2014; and
- iii. That the implications of the pay award to the tabled London Living Wage report being presented be noted.

LC26. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded for the following items, as they contain information defined as exempt under Section 100a of the Local Government Act 1972, paragraph 1; namely information relating to an individual.

SUMMARY OF EXEMPT PROCEEDINGS

LC27. EXEMPT MINUTES - 8 SEPTEMBER 2014

AGREED the exempt minutes of the Staffing and Remuneration Committee held 8 September 2014.

LC28. MINUTES OF SUB-BODIES OF STAFFING AND REMUNERATION COMMITTEE

NOTED the exempt minutes of the CEJCC held on 7 October 2014 be noted.

LC29. EXEMPT ACTION OF THE CHIEF EXECUTIVE

AGREED TO NOTE AND AGREE THE REPORTED ACTION TAKEN

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LC30. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

Nil

The meeting ended at 20.01hrs

Clr George Meehan

Chair



Haringey Council

Report for:	Staffing & Remuneration Committee 26 th January 2015	Item Number:	
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Title:	Haringey Academy - Entry Schemes and Apprenticeships for existing staff
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Report Authorised by:	Tracie Evans, Chief Operating Officer
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Lead Officer:	Jacque McGeachie – Assistant Director, Human Resources
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Ward(s) affected: ALL	Report for Key/Non Key Decisions: Non Key
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1. Describe the issue under consideration

- 1.1 This report proposes a number of entry level schemes and an apprentice-like offer of qualification training for existing staff. This will form part of the Haringey Academy which includes principles and processes for managing our capability and talent and will provide clear career paths as well as development opportunities for the skills we need in the future. The Haringey Academy is sponsored by the Leader of the Council and the proposals have her full support.
- 1.2 The proposals have been presented and discussed at a number of meetings including;
- Corporate Workforce Board on 3rd Nov
 - Joint Trade Union & HR Corporate Committee on 12th Nov, where the TUs were happy to support the proposals but are clear that all apprentices should be paid the London Living Wage (Option 2)
 - Staffing & Remuneration Committee on 20th Nov 2014, who were supportive of proposals and asked that we consider differential pay rates for apprentices based on age.

- Senior Leadership Team on 6th January 2015 agreed all recommendations, with a general agreement that Haringey requires a consistent approach to entry level schemes and that these will benefit the organisation and contribute towards the corporate priorities. The recommendation to offer Apprentice-like qualifications training to existing staff will help to fulfil our aims to be an employer of choice that provides career development for all staff, including those exiting the organisation.

2. Cabinet Member Introduction

Not required for S&R Committee

3. Recommendations

The Staffing and Remuneration Committee is asked to approve that;

- 3.1. The Council delivers, from April 2015, an Apprenticeship Programme aimed at 16 – 24 year old Haringey residents or those aged at least 16 attending a school in the London Borough of Haringey.
- 3.2. The Council delivers, from April 2016, a programme for Traineeships. This is an education and training programme, with work experience, that is focused on giving young people the skills and experience that employers are looking for aimed at those who are leaving care and/or who are Not in Education, Employment or Training (NEET) who may require more support in preparation for Apprenticeships. Please see Appendix 5 for an explanation of the definitions.
- 3.3. The Council delivers a programme for internships, also aimed at Haringey residents and agree salary for Internships, please see Section 9.6.
- 3.4. Apprentices be paid Option 1 as set out in this report. Both the Leader of the Council and the Chair of the Staffing and Remuneration Committee fully support Option 1. Section 6.7(a)
- 3.5. Expenses paid for Traineeships set out in Section 9.2.
- 3.6. That existing staff (where appropriate) be offered the opportunity to follow Apprenticeship Qualification Frameworks, as part of their skills development. Section 8.1

4. Alternative Options considered

- 4.1 We have given full consideration to other means of addressing both: youth employment challenges in the Borough and the organisations own workforce challenges and believe that the restriction on age for the apprenticeship scheme is justifiable.
- 4.2 An alternative option would be to have no restrictions on age or residency, our research shows that all neighbouring boroughs do restrict apprenticeship schemes to their residents and place age restrictions, in order to achieve their Council's priorities.

5. Background information

5.1 Introduction

The Haringey Academy is part of the Council's Workforce Plan, which shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. The Haringey Academy will be the delivery vehicle for the Council to manage workforce capability. This will include developing the principles and processes for managing our capability and talent, providing clear career paths as well as learning and development opportunities. The Academy is also about the Council as an employer brand; an employer, where staff are recruited for the right behaviours and are skilled, competent and customer focused and our staff are proud to say they work for Haringey Council. A strand of the Academy is to establish a range of entry level schemes which will contribute to the development of a skilled, confident and competent workforce.

5.2 Our objectives are:

- a) Contribution to the re-balancing of the workforce profile
- b) To develop job ready employees with the right skills
- c) Increase job opportunities for Haringey residents
- d) To introduce entry level schemes in the Council to employ a minimum of 20 apprentices and provide ten internships each year for the next three years
- e) Provide a co-ordinated and consistent programme within the organisation and contribute to Priorities 1 & 4 in the new Corporate Plan
- f) Develop career pathways and skills for the future in the Council
- g) 90% successful completion of an apprenticeship framework
- h) 80% retention – with apprentices gaining permanent employment within the Council or with our partners and contractors

5.3 Context

The Haringey Academy is sponsored by the Leader of the Council, Councillor Kober. Councillor Goldberg has expressed his enthusiasm for Apprentices and indicated that he is keen for the Council to introduce entry level programmes. The Staffing and Remuneration Committee, in November, discussed the principles of entry level schemes and were very positive. The Committee is keen to support Haringey residents into work and is interested in the different pathways on offer and the target for our Leaving Care and NEET population.

The Workforce Plan offers an opportunity to consider where the Council needs to develop career pathways and introduce entry level programmes to ensure there is a pipeline of skills and talent. This includes identifying shortage / hard to fill areas such as Planners and Social Workers in addition to new areas such as Business Analysts.

The Council as the largest employer in the Borough has a social responsibility to the community and employees to provide opportunities, employment and to develop local talent. The Council has a commitment to youth employment, as detailed in Priority 1, to give every child and young person the best start in life.

Priority 4 to encourage growth and bring new jobs to the borough is also addressed.

All other London Boroughs run apprentice programmes delivered either centrally within HR or by their BEST / Adult Learning services.

In Haringey there are specific challenges around NEETs. There are 180 recorded NEET16-18 year olds but the actual figure maybe 350. In addition approximately 140 young people who are 18 or older are each year in leaving care and not in employment, education or training. We therefore have a substantial number of young people that we could attract and encourage into entry scheme programmes.

5.4 Where are we now?

The National Graduate Development Programme (NGDP) is a two-year graduate management development programme, run by the Local Government Association. The programme has been set up to provide local government with the high-calibre managers that communities need by giving committed graduates the training and opportunities to make a positive impact in the sector.

Since 2012 we have run an NGDP management trainee programme. Of the first cohort of 4 participants, 3 have successfully secured roles within the Council. One has been appointed as a Business Analyst in the BIP programme, one in the Programme Office in IT and one as a Business Manager for the Director of Regeneration, Planning & Development, all at PO levels. One left the Council to return to her home town where she is working in her chosen field of Environmental Resources.

There are currently 4 apprentices within the Service Operations Team, Traffic Management, Youth Services and Day Opportunities, completing Business Administration frameworks and an Air Apprentice framework. There is also a vacancy for a Youth Worker apprentice pending and a seconded Accountant apprentice from CIPFA.

6. Proposal for Council Apprenticeships

6.1 The Workforce Plan shows how we need to create a more agile workforce, with the right skills in the right places.

6.2 In discussions with business areas, they have agreed that Apprentices will be employed either:-

- In those areas identified through work force planning as a key area i.e. customer service / project skills;
- In areas where they are happy to accommodate apprentices on the basis that the area relates to a framework.

We will work with existing and future contractors to secure places with them for both Apprenticeship and Intern programmes. Our early discussions have been very positive. We propose to employ a number of apprentices as cohorts and for the business areas to recruit when the need arises. Please see

Appendix 1 for further detail of the apprenticeship scheme and Appendix 3 for details of the cohorts.

6.3 The Principles behind the Council's Apprenticeship scheme are as follows:

- a) Will be aimed at Haringey residents aged 16 or older attending a school within Haringey, targeting 16 to 24 year olds.
- b) It will be open to existing Council employees, with no age restrictions.
- c) The aim is to employ 10% from leaving care and NEET populations
- d) The Apprentices employed by the Council will be issued with a minimum of one year fixed term contract; the duration of the contract will depend on the level of the framework and the provider.
- e) The Council will use a range of accredited providers to deliver frameworks, please see Appendix 4 for details of the providers.
- f) Business Areas will pay the salary and oncosts and any other employer contribution costs towards the training.
- g) The apprentices will be working towards Level 2 and/or and Level 3 qualifications.

6.4 Salary proposals

6.5 Business areas will be responsible for the payment of salaries and oncosts of Council employed apprentices out of their budgets. The Council pays a minimum of the London Living Wage (LLW) to all of its employees, which is currently £9.15 per hour. Apprentices work 6 hours per day, which equates to 30 hours per week. Based on the LLW this would be equivalent to £275 p/w. The four existing apprentices receive the LLW.

6.6 National research has found that apprentices earn an average of £200 net pay per week. The salary range amongst our neighbouring boroughs is between £191 - £224 pay per week. Islington are a LLW employer and currently pay the LLW to apprentices. Providers have suggested that the higher the salary the better the response and calibre will be. Currently within the Council roles paid the LLW are Domestic / Catering Assistants and School Crossing Patrol Operatives.

6.7 Salary Options

Please see below 2 options to be considered for the Apprentice Programme.

A. Option 1 -To pay all apprentices £6.50 per hour - the max of the National Minimum Wage (NMW) and then in Year 2 pay the London Living Wage (LLW).

	Hourly	Weekly	Annual	X 20 Apprentices
Year 1	£6.50	£195	£10,167	£203,340
Year 2	£9.15	£275	£14,313	£286,260

B. Option 2 - To pay the LLW

Year 1 and 2	£9.15	£275	£14,313	£286,260
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Both options have been discussed at the Workforce Board, HR Trade Union

meeting and the Staffing and Remuneration Committee with positive feedback. The Trade Union have a firm view that the LLW option should be applied, irrespective of age.

Option 1 is the recommended option. This will provide the opportunity to recruit a further 8 apprentices per year in year 1 in terms of overall cost as compared to paying the LLW from Year 1. This salary is also positively benchmarked against other neighbouring boroughs and will fulfil the Council's commitment to pay the LLW in year 2.

Option 2 will fulfil the Council's commitment to pay all employees no less than the London Living Wage and be consistent with the salary of the four current apprentices. This option has the potential to cause tension amongst employees currently paid on the LLW who are fully trained to fulfil their roles. However it should be noted that apprentices are only paid for 30 hours per week to reflect their training commitments.

Other options to pay apprentices at differential rates according to age have been considered. Legal comments have confirmed these would open the Council up to challenge on equal pay plus age discrimination legislation.

7. Contract

An apprenticeship contract which meets the requirements of the Apprenticeships, Skills, Children & Learning Act 2009 (the 2009 Act) will be issued with a minimum of one year fixed term contract, the duration of the contract will depend on the level of the framework and the provider i.e. 13 months for level 2, (equivalent to Intermediate, five A* - C GCSEs) 14 – 18 months for level 3 (equivalent to advanced, two A 'Levels). The contractual hours would be 30 hours per week (Monday to Friday) and the apprentices would train off-site one day per week or on a block release depending on the framework and provider. They will receive the same terms and conditions other than pay as any other employee (annual leave, sick pay etc). Recommended hours will be 9 to 4p.m. but will be service specific.

7.1 Target Group

Apprenticeships will be aimed at Haringey residents, those who are attending or have attended a school within the London Borough of Haringey, aged 16 - 24. We believe these restrictions on eligibility for apprenticeships legitimately help to achieve the Council's Priorities 1 & 4 in the Corporate Plan, which are to:

- Give every child and young person the best start in life and
- Encourage growth and bring new jobs to the borough.

The aim is that a percentage will be from those who are NEETs or who are leaving care. Increasing the number of unemployed young people into employment is a priority and the Council's commitment to facilitate apprenticeships for Haringey residents under the age of 24. For existing Council employees there will be no age restrictions.

Frameworks for those who are 16-18 years old are fully funded, for those who are 19 or older some providers require employers to contribute to the cost of training, please see Appendix 2.

7.2 Accredited Providers

Four providers have been assessed and it is proposed that three are used initially. This is not an exhaustive list, there are many providers in the market and these will be reviewed when the need arises, for example if the provider cannot deliver training in a specialist framework.

The three providers are the College of Haringey, Enfield and North East London (CHENEL), the apprenticeship arm of Agilisys (ARCH) and Haringey Adult Learning Service (HALs).

CHENEL is large local provider with an excellent track record, access to a network of local young people and the capacity to take on many apprentices. Ofsted judged CHENEL an overall 'good' and 'outstanding' for Business Administration, Finance & Account Apprenticeships and for Effectiveness and for Leadership & Management. CHENEL will cover all employer contributions (training fee for 19+ or older learners approx £3,000 per apprentice), in addition to training costs for existing employees.

ARCH are the leaders in the digital marketing & I.T apprenticeships field, working with companies like Google, Facebook and Barclays. They were the first to develop and deliver a full digital marketing apprenticeship and the first to develop and deliver the IT Business Analyst Apprenticeship, powered by HP.

Haringey Adult Learning Service (HALs) will be used for one off, business specific frameworks and to provide the traineeships for those in leaving care and NEETs.

Appendix 2 provides more detail of the frameworks and Appendix 4 of the providers.

7.3 Support to the Business

Support both to the individuals and to the business areas will be key to the success. All the Local Authorities contacted have a dedicated resource. The London Borough of Enfield employs a team of four, Waltham Forest and Islington either have a team or a dedicated officer to co-ordinate or provide support to managers, apprentices and providers.

The business areas will need to ensure that Apprentices are supported throughout their contracts, receiving regular one to ones etc. The importance of this should not be underestimated. Managers will be offered a chance to follow a management/supervisory development programme. Accredited Providers will give ongoing support to managers throughout the apprenticeship and conduct regular review and assessments with the Apprentice.

For the entry level schemes, the additional resource of a HR project officer is now included in a bid for the Workforce Programme resource.

It is the Council's intention to work with existing and future contractors to secure places with them for both Apprenticeship and Intern programmes. We are currently contacting our existing contractors to gain their commitment to employing Haringey residents.

7.4 What happens once the Apprenticeship is finished?

The expectation is an apprentice will follow a career pathway, but we recognise this may not always be possible. Please see the diagram below for further detail.

Apprentice Options

No. 1 - Apprentice career pathway
 Year 1 - 2 Customer Service Framework or Business Admin Level 2 & 3
 Upon successful competition of their apprenticeship, the Apprentice is offered an interview for a permanent job role in the same occupation / service, or if not available (see number 2).
 Year 2- 4 Project Management Framework, Level 4
 Year 4+ Assistant Project Manager Role

- + This option allows the Council to invest and grow its own talent.
- Has to be a long term commitment from Business Areas both support and financial.

If no permanent post is identified the apprentice will fall into number 2 > 3.

No. 1a - Apprentice career pathway
 Year 1 - 2 Health & Social Care Level 2 /3
 Upon successful competition of their apprenticeship, the Apprentice is offered an interview for a permanent job role in the same occupation / service, or if not available (see number 2).
 Year 2- 4 Adults role and Level 4 framework (18 mths)
 Year 5-6 Top up degree to achieve a Social Work honours degree

- + This option allows the Council to invest and grow its own talent.
- Has to be a long term commitment from Business Areas both support and financial.

If no permanent post is identified the apprentice will fall into number 2 > 3.

No. 2 – 1 year min paid on the job training with redeployment
 Apprentices will be entered into the redeployment pool 4 weeks prior to the end of their contract. Priority will be given to:-

- o Existing staff - Redeployees
- o Then Apprentices

- + This option allows the Council to invest and grow its own talent.
- The Council could potentially lose talent skilled employees it has invested in.

If no redeployment role is secured apprentice will fall into number 3.

No. 3 – 1 year min paid work experience– with CV, application and interviewing training, support to secure a job role and leaves the organisation
 At the end of the apprenticeship, apprentices will receive application, CV and interview training and permitted to apply for vacant posts. If unsuccessful they will be given feedback.

- + This option allows an apprentice to work, train and be work ready.
- The Council could potentially lose talent skilled employees it has invested in to external employers if no opportunities are identified.

8. Apprenticeships for existing staff

8.1 Purpose

Apprenticeships are a cost effective way to train new or existing staff and are designed to help people reach a high level of competency and performance. Apprenticeships are not just for young people and each year more and more adults gain skills and qualifications through these frameworks.

Staff will be able to gain a qualification and will follow an appropriate Apprenticeship Framework (Level 2 and above) whilst remaining on their existing salary level and then, through the Workforce Transition process be recruited into a new job role.

An immediate benefit of this approach is employees will follow an accredited, work based qualification programme, which, in some cases will be fully funded by the provider. Employees will feel valued as they gain a nationally recognised qualification.

8.2 Principles

- The training programme will be open to all Council employees
- We will focus development opportunities in specific Skills for Future areas
- Employees will remain on their existing salary
- Employees will receive paid day/ block release (dependent on frameworks)
- Use accredited providers to deliver frameworks (Appendix 4)
- Service areas will pay any employer contribution costs towards the training, when required
- Work towards Level 2 – 4 qualifications

8.3 Eligibility / Criteria

- Existing employees
- Not have a level 2 qualification or above
- No age requirement

8.4 Cost to the Business Area illustration

The cost to release a Sc6 Customer Service Officer to undertake a Customer Service framework Level 2 @ CHENEL will be as follows:-

Sc6 .26 -.28	1 Customer Service Officer 32 training days	x 10 Customer Service Officers 320 training days
Customer Service Officers (cost to service for day release)	£3,045 - £3,234	£30,454 - £32,341
Training cost for CHENEL (At present no cost to the employer)	£0	£0
Total	£3,045 - £3,234	£30,454 - £32,341

The return on investment will by far outweigh the cost in terms of increased output and motivation amongst staff.

CHENEL have confirmed that at present there will be no cost to the employer but this can change.

Frameworks delivered by ARCH for employees 24 or older will range from £8,500 - £13,000 and up to 7 weeks training per employee.

9 Traineeships

9.1 Purpose

Traineeships are an education and training programme with work experience that is focused on giving young people the skills and experience that employers are looking for. At its core are work preparation training, English and maths for those who need it. All training costs are met by government funding.

The programme will be used to support Leaving Care and those Not in Education, Employment & Training (NEETs) in preparation for entering an apprenticeship. We propose to introduce Traineeships in year 2 of the programme, as generally Traineeships require more support.

9.2 Principles

- The Traineeship programme will be aimed at NEETS and those leaving care who reside in Haringey or attend a school within the London Borough of Haringey, targeting 16 to 24 year olds
- Hours will be negotiable
- Use accredited providers to deliver training
- Business Areas will pay the cost
- Traineeships will be paid expenses @ £2.73 per hour £81.90 per week.

9.3 Proposal for Internships

9.4 Purpose

To bring young people into the organisation and provide exposure to the working environment within their field of study. Internships are offered to graduates and non graduates as a period of paid work experience where the intern does regular paid work for an employer to give them exposure to the working environment, which relates to their field of study.

9.5 An example of good practice is the LCIP Internship programme.

The Careers Group, University of London (in partnership with Step Enterprise Ltd) have teamed up with some of London's largest boroughs to offer talented and hardworking recent graduates the chance to undertake project-based internships within a wide variety of departments and with a huge choice of job opportunities.

The internships are run as part of the London Step Internship Programme. Step Internships have been supported and cited as an example of good practice by the CBI, Cabinet Office, Mayor of London and others. The Step brand stands for ethical internships which are always paid, offer graduate-level work and provide

real value for both employer and intern. The Council is a party to the framework agreement.

9.6 Principles

We recommend that any interns recruited into the organisation follow these principles:

- The Internship programme will be open to non graduates and graduates,
- Internships will be offered on a fixed term contract for up to 6 months
- On salary scale 4, £19,104, £10.18 p/h, up to 36 hours
- Will be eligible for in-house courses / other development up to 4 days plus relevant e-learning
- Business Areas will pay the salary cost
- Business Areas are able to source interns from the London Councils Internship Programme (LCIP) framework for a fee of approx. £680, where the University of London will manage the whole process
- Business areas conduct their own recruitment

9.7 Eligibility / Criteria

- Residency - must be eligible to work in the UK
- Graduates and non graduates
- Priority given to Haringey residents or those who have attended a school within the London Borough of Haringey

9.8 What happens once the Internship is finished?

Internships will only be offered as a period of work experience with no intention of a job offer.

10. Review of all Entry Level Schemes

A review including an Equality Assessment will be carried out in 12 months time to assess whether we have achieved our objectives set out in 5.2.

11. Comments of the Chief Finance Officer and financial implications

For the Entry level schemes, the additional resource of HR project officer is now included in a bid for the work force programme resource.

The salary costs for apprentices and interns are contained within the business area staffing budgets. Assistant Directors have committed to recruiting a number of apprentices in 2015/16 and have based this on the London Living Wage, LLW (the maximum apprentices will be paid).

12. Comments of the Assistant Director of Corporate Governance and legal implications

- 12.1 If the principal purpose of the proposed traineeships will be training, the work carried out being secondary to that purpose, and then the trainees will not be employees. In those circumstances they will also not be "workers" entitled to

the national minimum wage, and therefore it will be lawful to pay them as proposed, even if that rate is below the applicable national minimum wage.

12.2 The proposed interns may be workers entitled to the national minimum wage. It is proposed to pay them above the national minimum wage.

12.3 Where a person is not an existing Council employee, then the proposed Apprenticeship scheme is targeted at Haringey residents aged 16 to 24 or those aged 16 or older attending a school in Haringey. Unless justified, these targeting criteria involve unlawful direct age discrimination against Haringey residents aged 25 or older who are not existing Council employees. In the event such a claim was made against the Council it would have to justify this age restriction. The Council would have to show this restriction was a proportionate means of achieving a legitimate aim. The importance of the legitimate aim needs to be weighed against the discriminatory effect of the restriction. The legitimate aim would have to be furthering a social policy objective, rather than individual reasons particular to the Council's situation as an employer. The report makes clear that one of the aims behind this restriction is to contribute to the re-balancing of the Council's workforce profile. Only 5.4 % of staff are under the age of 30. Another is to increase the number of unemployed young people into employment. These are legitimate aims. However the restriction would also have to be an appropriate means of achieving the legitimate aims and reasonably necessary in order to do so. It needs to be asked whether there are less discriminatory measures that could achieve the legitimate aims. For example, are there alternatives to apprenticeships that could realistically rebalance the Council's workforce profile by age? If not, could eligibility for apprenticeships not be restricted by age but the desired age profile of apprentices of 16 to 24 sought to be achieved by particularly encouraging those of that age to apply and/or publicising the apprenticeships to that age group in particular?

12.4 The targeting criteria that a person must be an existing Council employee or a Haringey resident or a person attending a school in Haringey to be eligible for an apprenticeship might also be indirect discrimination on the grounds of race, if these targeting criteria were to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such apprenticeships (wherever they lived or worked or went to school) with the racial makeup of those eligible under these criteria. Assuming those interested and suitable for such apprenticeships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that these criteria put any particular racial group at a particular disadvantage. If they did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of the targeting of Haringey residents, but not for the alternative criterion that the person attends a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the apprenticeships at Haringey residents.

- 12.5 Giving priority to Haringey residents or those who have attended a school within the London Borough of Haringey in deciding who is offered internships might also be indirect discrimination on the grounds of race, if applying this priority was to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such internships (wherever they lived or had gone to school) with the racial makeup of those eligible under this priority. Assuming those interested and suitable for such internships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that applying this priority puts any particular racial group at a particular disadvantage. If it did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of giving priority to Haringey residents, but not for giving priority to people who had attended a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the internships at Haringey residents.
- 12.6 Although trainees are not "employees" for the purposes of the Equality Act 2010 if the primary purpose of the traineeship is training, as against work, nevertheless section 55 of the Equality Act 2010 prohibits employment service providers from discriminating in the selection of those persons to whom they will offer to provide or provide employment services. It is likely that section 55 applies to the proposed traineeships as it covers training for employment and work experience.
- 12.7 Under these proposals traineeships will be aimed at NEETS and those leaving care that reside in Haringey or attend a school within the London Borough of Haringey, targeting 16 to 24 year olds. Such targeting may be lawful positive action under section 158 of the Equality Act 2010. In order to show that section 158 applies, the Council would have to show it reasonably thought that 16-24 year olds either suffered a disadvantage connected to being of that age group, or they had needs that were different from the needs of other age groups, or participation by them in an activity was disproportionately low. For example, this requirement would be met if the proportion of the Council's workforce who are 16 to 24 was disproportionately low compared with the proportion of Haringey's population in that age group, or if the proportion of 16 – 24 year olds in the borough who were unemployed was disproportionately high compared with the proportion of the economically active population in the borough who were unemployed, Assuming this requirement was met, then the Council would have to show the targeting was a proportionate means of achieving the aim of enabling 16-24 year olds to overcome or minimise that disadvantage, meeting those needs or enabling or encouraging them to participate in the activity. It would need to be asked if there were realistically available less discriminatory measures than targeting traineeships to 16 to 24 year olds to achieve the Council's aims.
- 12.8 If these proposed targeting criteria for traineeships were not covered by section 158, then unless justified, they would involve unlawful direct age discrimination against Haringey residents aged 25 or older. In the event such a claim was made against the Council it would have to justify this age restriction. The Council would have to show this restriction was a proportionate means of

achieving a legitimate aim. The importance of the legitimate aim needs to be weighed against the discriminatory effect of the restriction. The legitimate aim would have to be furthering a social policy objective, rather than individual reasons particular to the Council's situation as an employer. The report makes clear that one of the aims behind this restriction is the Council's commitment to youth employment, as detailed in Priority 1, to give every child and young person the best start in life. This is a legitimate aim. However the restriction would also have to be an appropriate means of achieving the legitimate aim and reasonably necessary in order to do so. As in the case of positive action under section 158, it would be asked whether there were less discriminatory measures that could achieve the legitimate aim. For example, are there alternatives to traineeships that could realistically facilitate access to employment by young people? If not, could eligibility for traineeships not be restricted by age but the desired age profile of trainees of 16 to 24 sought to be achieved by particularly encouraging those of that age to apply and/or publicising the traineeships to that age group in particular?

12.9

The requirement that a person must be a Haringey resident or attend a school in Haringey to be eligible for a traineeship might also be indirect discrimination on the grounds of race, if this requirement was to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such traineeships (wherever they lived or went to school) with the racial makeup of those eligible under this requirement. Assuming those interested and suitable for such traineeships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that this requirement puts any particular racial group at a particular disadvantage. If it did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of the requirement that those eligible must be Haringey residents, but not for the alternative route to eligibility that the person attended a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the traineeships at Haringey residents.

13. Equalities and Community Cohesion Comments

Please see legal comments above regarding equalities issues.

14. Head of Procurement Comments

Not applicable

15. Policy Implications

The Haringey Academy will be managed as part of the Workforce Programme, which reports into the Corporate Programme Board. There are no specific

policy implications although the issue relating to remuneration is subject to agreement at the Staffing and Remuneration Committee.

16. Reason for Decision

17. Use of Appendices

Appendix 1	Apprenticeship – Detail of Scheme
Appendix 2	Apprenticeship Framework
Appendix 3	Timeline for Cohorts of Apprentices
Appendix 4	Accredited Providers (Apprentices)
Appendix 5	Definition of Terms – including Remuneration

Apprenticeship - The details

Hours

Apprentices will be contracted to 30hrs per week, Monday to Friday. They will be required to attend college one day per week or block day release day release. Recommended hours will be 9 to 4p.m. but will be service specific

Target Group

- Generally open to Haringey residents or those aged 16 or older attending a school within Haringey, targeting 16 to 24 year olds.
- Be open to existing Council employees (no age restrictions)
- Aim to employ 10% from leaving care and NEET populations

Criteria

(*Mandatory)

- o Eligible to work in the UK
- o Must have reached school leaving age
- o Must not be in full-time education

(Preferable)

- o Candidates must be willing to learn
- o Preferably have GCSE minimum grade C in Maths and English
- o Have good ICT skills
- o Presentable with good communication skills
- o Have a good work ethic, reliable and punctual
- o Priority given to Haringey residents and Haringey school leavers

Levels

- o Apprenticeship frameworks will be Level 2 and Level 3
- o Intermediate – Level 2 equivalent to five A* - C GCSEs
- o Advanced – Level 3 equivalent to two A 'Levels
- o Higher - Level 4 (equivalent to a foundation degree)

Responsibilities of Business Area and Providers

Activities	Responsible	
	Provider	Business Area
Providers will meet with managers to discuss the programme and expectations of an employer		
Advertising Apprenticeship	√	
Long / Short-list	√	
Interview		√
Conduct inductions		√
Conduct review and assessments		√
Support and Pastoral Care	√	√
Exit interviews with assessor	√	
Manage training budget	√	
Contact for provider/ managers / Apprentices	√	√
Apprentice Supervisor / Manager		√

Frameworks – levels, duration and employer contribution

Appendix 2

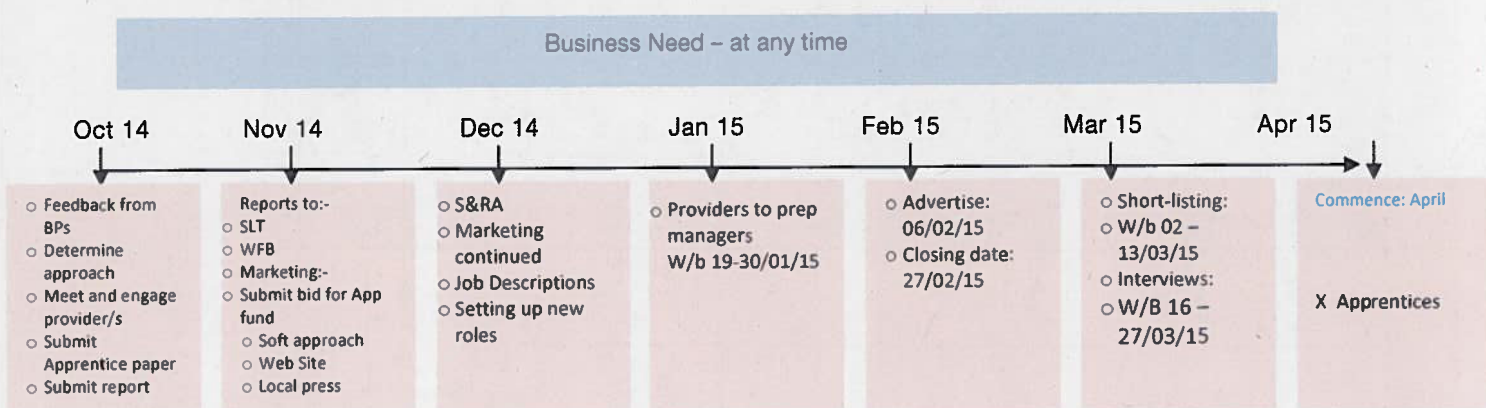
Provider	Framework	Level 2	Duration	Emp Con	Level 3	Duration	Emp Con for 19+	Level 4	Duration	Emp Con for 19+
ARCH	Digital Marketing				L3	Min 1 yr - Rec 14 month FTC	£3000			
ARCH	Digital Marketing Level 4							L4	Progression from Level 3 (12-15 Months) Level 4 (15-18 Months)	
ARCH	Web Development				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	Creative and Digital Media				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	IT Business Analyst Apprenticeship				L3	Min 1 yr - Rec 14 month FTC	£3000			
ARCH	IT Infrastructure Specialist				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	IT Infrastructure Specialist Level 4							L4	Progression from Level 3 (12-15 Months) Level 4 (15-18 Months)	£4,000
ARCH	Intermediate Apprenticeship in Business and Administration	L2	Min 1 yr - Rec 13 Month FTC	n			£1,800			
ARCH	Advanced Apprenticeship in Business and Administration				L3	Min 1 yr - Rec 13 month FTC	£2,000			
CHENEL	Accounting	L2	Min 12 mths	n	L3	18mths		L4	18-24mths	n
CHENEL	Business & Administration	L2	Min 12 mths	n	L3	18mths				
CHENEL	Childcare	L2	Min 12 mths	n	L3	18mths				
CHENEL	Customer Service	L2	Min 12 mths	n						
CHENEL	Creative Digital Media				L3	18mths	n			
CHENEL	Horticulture	L2	Min 12 mths	n	L3	18mths				
CHENEL	Health & Social Care	L2	Min 12 mths	n	L3	18mths				
CHENEL	IT	L2	Min 12 mths	n	L3	18mths		L4	18-24mths	n

Timeline for cohorts of Apprentices

Apprenticeship places identified so far;

- o Adult Social Services 1
- o Regeneration 1
- o Committee Services 1
- o Tottenham Programme 1
- o Planning 1
- o Corporate Property and Major Projects 1
- o Chief Executive's Office 1
- o CYPS 2
- o Human Resources 1
- o Customer Services 2
- o Commissioning y
- o IT 3
- o Tottenham Regeneration y
- o Environmental Services tbc
- o Youth Service y
- o Haringey 54K Programme y

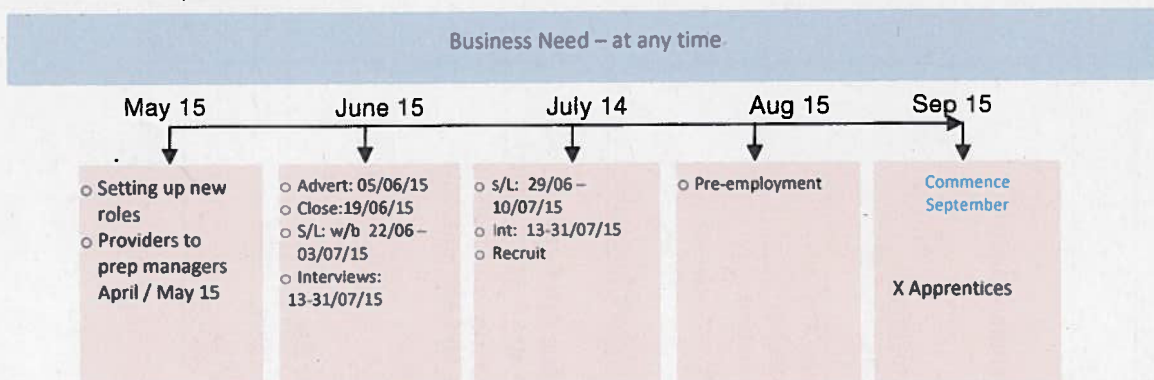
To commence April 2015



Second cohort

Determine the amount to be recruited

To commence September 2015



Accredited Provider - details

Provider	CHENEL Click here for more info	HALS Click here for more info	ARCH Agilysys Click here for more info	QA Click here for more info
About	CHENEL The College of Haringey, Enfield and North East London is a local vocational further education college serving Haringey and neighbouring boroughs. It is one of the largest colleges for further education in the United Kingdom serving Haringey and neighbouring boroughs.	HALS Haringey Adult Learning Service (HALS) offers a range of courses to the borough.	ARCH Agilysys ARCH CREATES THE IT & DIGITAL WORKFORCE OF TOMORROW, TODAY. Arch combines young talent with great employees to create valuable and productive employees in entry level IT and Digital jobs, backed by the Government's Apprenticeship Programme	QA Formed in 2009, QA Apprenticeships are the first IT apprenticeships business rated Ofsted Outstanding in all areas. We are an award-winning apprenticeships provider, offering apprenticeships in IT, sales and business apprenticeships throughout England and Scotland.
Ofsted	Ofsted judged CHENEL an overall 'good' and 'outstanding' for Business Administration, Finance & Account Apprenticeships and for Effectiveness and for Leadership & Management	Requires improvement – 3	N/a New provider	Outstanding
Frameworks	Accounting 2, 3/4 Business & Administration 2/3 Childcare 2/3 Cleaning & Support Services 2/3 Customer Service 2 Creative Digital Media 3 Hairdressing & Beauty 2/3 Horticulture 2/3 Health & Social Care 2/3 IT 2/3 & 4 Team Leading / Management 2	Business & Administration Level 2/3 Customer Service Level 2/3 Information Technology Level 2	Digital Marketing 3 & 4 Web Development 3 Creative and Digital Media 3 IT Business Analyst Apprenticeship 3 IT Infrastructure Specialist 3 & 4 Intermediate Apprenticeship in Business and administration 2 and 3	IT Systems & Networking L3 Software & Web development L3 IT Technical sale L3 Professional Sales L3 Business L3 Project Management L4
Cost	16-18 year olds –no employer contribution 19+ no employer contribution	16-18 year olds –no employer contribution 19+ maybe an employer contribution depending on framework	16-18 year olds –no employer contribution 19+ employer contribution of £3000 for Each apprentice per framework.	16-18 year olds –no employer contribution 19+ employer contribution of £3000 for Each apprentice per framework.
Support	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Learners have access to the college library Offers initial meetings with managers, individually but preferably as group. No employer contribution to cost of training for 19+ learners.	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Will meet with managers	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Bespoke recruitment events Meet with managers	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Bespoke recruitment events Meet with managers
Other	Large experienced team, excellent track record, access to a network of local young people and no employer contribution for those 19 years or older	Very small team, low apprentice numbers. Currently service 3 apprentices in Haringey.	Large specialist provider in the digital marketing field. Created digital marketing frameworks level 3 and 4, powered by HP solutions and are the first provider to deliver the IT Business Analyst framework.	Large specialist provider in the IT field.

Definition of terms - including remuneration details

	Description	Target group	Remuneration
Work Experience	<ul style="list-style-type: none"> Student internships, those with less than 1 year as part of a UK-based further or higher education course School work experience placements of compulsory school age Interns carrying out observations (no work) 	Priority given to Haringey residents	Unpaid
Traineeships	An education and training programme with work experience that is focused on giving young people the skills and experience that employers are looking for. At its core are work preparation training, English and maths for those who need it. All training costs are met by government funding. (Initially used to support NEETs and those in LC, to be developed in year 2)	<ul style="list-style-type: none"> Haringey Residents (NEETs & Leaving Care) 16 to 24 years Use Apprentice providers 	<ul style="list-style-type: none"> Apprentice wage of £2.73 per hour to cover expenses £81.90 per week Hours negotiable
Apprenticeships	A formalised programme for young people linking practical work experience with a nationally recognised training qualification. Typically lasting up to 12 months + working up to 4 full days a week with additional time off (usually 1 day a week) for training but the costs of training are partly supported by grants.	<ul style="list-style-type: none"> Open to those 16 years to 24 Generally those who reside or school in Haringey, (10%) NEETs, Leaving care 1 yr - fixed term contract (or possibly more depending on the level and frame work. 30 hours per week (Monday to Friday) and train off-site one day per week Same conditions other than pay as any other employee Options <ol style="list-style-type: none"> Upon successful completion of their apprenticeship, the Apprentice is offered an interview for a permanent job role in the same occupation / service, or if not available> 1 year min contract with redeployment, securing a role anywhere within the service, if no role is secured > 1 year min contract with CV & Interview Skills training and the 	<ul style="list-style-type: none"> LLW Sc1b .6 £9.15 p/h, £275 per week, £14,313 p/a OR Year 1 - pay all apprentices £6.50 per hour (max of the NMW). Year 2 – pay the LLW , £275 per week, £14,313 per annum Apprentices will be contracted to 30hrs per week, Monday to Friday. They will be required to attend college one day per week or block day release day Hours of work will be 9 a.m. to 4p.m.
Internships	Internships are offered to graduates as a period of paid work experience where the intern does regular paid work for an employer to give them exposure to the working environment, which relates to their field of study.	<ul style="list-style-type: none"> Graduates up to 6mths placement Haringey Residents Will be eligible for in-house courses/ other development up to 4 days plus relevant e-learning. 	Scale 4, £19,104, £10.18 p/h
Graduate programme	The NGDP is a two-year graduate management development programme, run by the Local Government Association. The programme has been set up to provide local government the high-calibre managers that communities need by committed graduates the training and opportunities to make a positive impact in the sector.	<ul style="list-style-type: none"> Graduates Professional qualification No automatic right to a job 	Two-year fixed-term contract and receive Salary 2 nd point of Sc6> moves up to SO1 (27-29)

16. Local Government (Access to Information) Act 1985



Haringey Council

Report for:	Staffing & Remuneration Committee (26 th January 2015)	Item Number:	
Title:	Report on the Process for Managing Consultants & Interims into the Organisation		
Report	Jacquie McGeachie, Interim Assistant director, HR <i>J McGeachie</i>		
Lead Officer:	Carole Engwell (HR)		
Ward(s) affected:	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration
 - 1.1 The Committee received a report in November outlining the reasons for Consultants or Interims to be contracted across the Council and gave details of the proposed Gateway process to be introduced.
 - 1.2 This report gives an update on the introduction of the process that was introduced for all new contracts effective from 1st January 2015.
2. Recommendations
 - 2.1 That the Committee note the report.
3. Alternative options considered
 - 3.1 None
4. Background information
 - 4.1 At the beginning of December 2014 Assistant Directors were asked to submit a business case by 23 December for each Consultant or Interim working in their business area. The information provided was used to update the central register and a copy of the final information relating to Quarter 3 is attached at Appendix 2.



Haringey Council

- 4.2. The new process was introduced on 1 January 2015 which requires a business case to be completed by the hiring manager, authorised by their Assistant Director and finally signed off by both the Assistant Director HR and the Chief Operating Officer. The new process will be more robust and will ensure that value for money is evidenced both at the initial engagement stage and when an extension to the contract is requested.
- 4.3 A comparison of the data for Q2 and Q3 is attached at Appendix 1. Overall, there were seven fewer Consultants/Interims engaged at the end of December compared to the end of September with each category showing a slight reduction in contractors. Christmas is seen as a natural end point for contracts and the majority of those leaving left in December. As a result, the overall estimated annual cost also reduced by £530,880.
- 4.4 The estimated off contract spend also reduced considerably due to the reduction in contracts but more significantly, due to work that has been done with business unit managers to move contractors to one of the Council's framework agencies. At the end of the quarter only eight contractors were still engaged through an agency not on the framework and work will continue during the next quarter to further reduce the number.
5. Comments of the Chief Finance Officer and financial implications
 - 5.1 Not applicable.
6. Comments of the Assistant Director of Corporate Governance and legal implications
 - 6.1 Not applicable.
7. Equalities and Community Cohesion Comments
 - 7.1 The proposed Gate keeping process will follow the council's policy on equality and diversity.
8. Head of Procurement Comments
 - 8.1 Not applicable.
9. Policy Implication
 - 9.1 None
10. Use of Appendices
 - Appendix 1: Summary of the last two quarters
 - Appendix 2: Details of Consultants / Interim Contracts Q3 2014
11. Local Government (Access to Information) Act 1985
 - Not applicable.

Appendix 1: CONSULTANTS / INTERIMS SUMMARY OCTOBER - DECEMBER 2014

INTERIM	Q2	Q3	Q4
Total number	27	24	
Contracted for up to 1 year	16	16	
Contracted for 1 - 2 years	7	5	
Contracted 2 years +	4	3	
Average daily rate	£ 486.00	£ 438.00	
Actual cost in 1 year	£ 2,627,212.00	£ 2,106,756.00	
Annual cost off set against established post	£ 533,070.00	£ 332,208.00	

SUMMARY			
	Total	Annual cost	Off Contract cost
Q2	65	£ 6,149,306.00	£ 1,575,260.00
Q3	58	£ 5,618,426.00	£ 816,900.00
Q4			

CONSULTANTS - TRANSFORMATION PROJECTS			
	Q2	Q3	Q4
Total number	18	16	
Contracted for up to 1 year	10	12	
Contracted for 1 - 2 years	5	2	
Contracted 2 years +	3	2	
Average daily rate	£ 570.00	£ 584.00	
Actual cost in 1 year	£ 1,774,088.00	£ 1,870,582.00	

CONSULTANTS - ADDITIONAL SUPPORT			
	Q2	Q3	Q4
Total number	20	18	
Contracted for up to 1 year	12	8	
Contracted for 1 - 2 years	6	9	
Contracted 2 years +	2	1	
Average daily rate	£ 438.00	£ 455.00	
Actual cost in 1 year	£ 1,748,006.00	£ 1,641,088.00	

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ESTABLISHED POSTS

Dir	Business unit	Status	Vacancy Cover or Change Proc.	Post title	Post number	Start date	End Date	Recruitment Timeline	Supplier Agency	Daily Rate	Approximate Cost per year	Annual salary of established post	Annual Net Cost	Reason for engagement & benefits	Contract Type
COO	ICT	Interim	Estab post	Senior PMO & Resourcing Officer	50107048	10/06/2014	06/03/2015	Advert Start Date	Hays	£ 309.36	£ 81,872.00	£ 63,000.00	£ 18,872.00	Vacancy held pending the outcome of the review to the Shared Service Centre	Framework contract - Hays
COO	ICT	Interim	Estab post	Business Systems Project Manager	50065175	04/01/2010	31/12/2015	Covering internal secondment	Hays	£ 409.36	£ 81,872.00	£ 68,800.00	£ 13,072.00	Permanent postholder is seconded to CST programme	Framework contract - Hays
COO	ICT	Interim	Estab post	Application Packager	50103239	24/03/2014	31/03/2015	15/03/2015	Badenoch and Clark Ltd	£ 334.36	£ 66,872.00	£ 51,946.00	£ 14,926.00	An improved resourcing model is being considered to prepare for the move to Shared Services later in 2015. At least 1 post will be replaced, possibly 2 depending on the outcome of the review.	Framework contract - Hays
COO	ICT	Interim	Estab post	Application Packager	50087782	21/11/2011	31/03/2015	subject to review	Hays	£ 348.36	£ 69,872.00	£ 53,075.81	£ 16,796.19	An improved resourcing model is being considered to prepare for the move to Shared Services later in 2015. At least 1 post will be replaced, possibly 2 depending on the outcome of the review. Cover needed as there is a resource shortage in the market for permanent Citrix candidates.	Framework contract - Hays
COO	ICT	Interim	Estab post	Infrastructure Engineer / Citrix Specialist	50123871	27/01/2014	27/02/2015	Held pending outcome of Review	Open Link Resource Ltd - HQ	£ 433.34	£ 86,668.00	£ 61,845.93	£ 24,822.07	Resource shortage in the market for permanent Citrix candidates.	Framework contract - Hays
COO	ICT	Interim	Estab post	Infrastructure Engineer / Citrix Specialist	50107088	15/10/2012	27/02/2015	01/03/2015	Open Link Resource Ltd - HQ	£ 440.14	£ 88,028.00	£ 61,845.93	£ 26,182.07	Interim cover to permanent vacancy, resource shortage in the market for permanent Citrix candidates.	Framework contract - Hays
COO	ICT	Interim	Estab post	Service Desk Supervisor	50218891	16/06/2014	27/02/2015	Covering internal secondment	Open Link Resource Ltd - HQ	£ 229.36	£ 45,872.00	£ 43,254.12	£ 2,617.88	Postholder seconded to a transformation project. Post is backfilling the vacancy.	Framework contract - Hays
COO	ICT	Interim	Estab post	Infrastructure Manager	50107072	21/04/2014	08/03/2015	N/a covering long term sickness	Hays	£ 499.36	£ 99,872.00	£ 87,600.00	£ 12,272.00	Interim cover to long term sickness of Deputy Operations Manager	Framework contract - Hays
COO	ICT	Interim	Estab post	TDA (Sharepoint Specialist)	50097896	07/11/2013	27/02/2015	Held pending outcome of Review	Open Link Resource Ltd - HQ	£ 427.64	£ 85,528.00	£ 67,947.41	£ 17,580.59	Interim technical specialist, supporting Sharepoint, BAU support.	Framework contract - Hays
COO	HR	Interim	Estab post	AD HR	50004523	05/08/2013	31/03/2015	Part of CEO restructure	Perma Recruitment Agency	£ 730.00	£ 146,000.00	£ 134,000.00	£ 12,000.00	Assigned to HFT and CHS pending permanent recruitment. Interim Head of HR shaping a new post and developing a 3 year Workforce Plan	Framework contract - Hays
COO	HR	Interim	Estab post	HR Account Manager	50229425	03/03/2014	31/03/2015	12/01/2015	Hays	£ 332.00	£ 61,400.00	£ 74,596.00	£ 13,196.00	Providing business partner support to Directorates pending permanent recruitment	Framework contract - Hays
COO	HR	Interim	Estab post	HR Account Manager	50004527	14/04/2014	31/03/2015	12/01/2015	Hays	£ 407.20	£ 81,400.00	£ 74,596.00	£ 6,804.00	Providing business partner support pending permanent recruitment	Framework contract - Hays
COO	HR	Interim	Estab post	HR Employee Relations Adviser	50004544	15/12/2014	31/03/2015	Covering internal secondment	Hays	£ 261.00	£ 52,200.00	£ 45,552.00	£ 6,648.00	Providing backfill for substantive postholder who is providing cover to the BIP transformation project	Framework contract - Hays
COO	HR	Interim	Estab post	HR Employee Relations Team Leader	50132447	15/12/2014	31/03/2015	Covering internal secondment	Hays	£ 325.00	£ 65,000.00	£ 56,980.00	£ 8,120.00	Providing backfill for substantive postholder who is providing cover to the BIP transformation project	Framework contract - Hays
COO	HR	Interim	Estab post	HR Account Manager (Schools)	50229426	22/12/2014	31/03/2015	Date in January to be agreed	Hays	£ 400.00	£ 80,000.00	£ 66,675.00	£ 13,325.00	Pre-adsvised external recruitment campaign failed to recruit. Post to be re-advertised in January.	Framework contract - Hays
COO	HR	Interim	Estab post	Head of Governors Support	50083065	02/09/2013	12/02/2015	No information received	Hays	£ 541.64	£ 108,400.00	£ 60,738.00	£ 47,662.00	Interim cover pending permanent recruitment	Framework contract - Hays
COO	HR	Interim	Estab post	Head of Services First Response	50003282	03/03/2014	30/01/2015	No information received	Hays	£ 638.00	£ 120,000.00	£ 88,976.21	£ 31,023.80		Framework contract - Hays
COO	HR	Interim	Estab post	Child Protection Chair	50003749	05/06/2014	31/01/2015	No information received	Tempset	£ 374.00	£ 74,800.00	£ 62,787.11	£ 12,012.89	CPA/RO	Framework contract - Hays
COO	HR	Interim	Estab post	Independent Reviewing Officer	50003751	08/06/2014	31/01/2015	No information received	Hampsons	£ 370.00	£ 74,000.00	£ 62,787.11	£ 11,212.89	CPA/RO	Framework contract - Hays
COO	HR	Interim	Estab post	Head of Services, Children in Care	50003386	08/05/2014	28/02/2015	No information received	Taylor Davenport	£ 615.00	£ 123,000.00	£ 88,976.21	£ 34,023.80		Framework contract - Hays
COO	HR	Interim	Estab post	Head of Services, Adoption & Fostering	50003609	29/04/2013	31/03/2015	No information received	Sanctuary Personnel Ltd	£ 517.50	£ 62,100.00	£ 88,976.21	£ 26,876.21	Interim cover for HCS Commissioning & Placements (Adoption & Fostering)	Framework contract - Hays
COO	HR	Interim	Estab post	Head of Youth	50122128	01/07/2013	31/01/2015	No information received	Self Employed ES1 Ref. LS774CWKCQ3YJAK	£ 460.00	£ 92,000.00	£ 84,188.00	£ 7,812.00	Interim cover to Head of Youth and Community Participation	Self-employed
COO	HR	Interim	Estab post	Head of Service Learning Disabilities Partnership	50003879	01/08/2014	30/04/2015	No response to advert placed in late Autumn. To be advertised again in Jan no date yet set	Hays	£ 550.00	£ 110,000.00	£ 88,976.21	£ 21,023.80	Post covering vacancy only. Consultant to leave on appointment of permanent postholder	Framework contract - Hays
COO	HR	Interim	Estab post	Deputy Director/Transformation Programme Manager	50012354	08/10/2014	30/04/2015	No response to advert placed in late Autumn. To be advertised again in Jan no date yet set	Ogden Barrindson	£ 750.00	£ 150,000.00	£ 136,328.00	£ 13,672.00	Post covering vacancy only. Consultant to leave on appointment of permanent postholder	Framework contract - Hays

END OF ESTABLISHED POSTS

END OF ESTABLISHED POSTS

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TRANSFORMATION PROJECTS

Dir	Business unit	Status	Project name	LEAVE BLANK	Start date	End Date	LEAVE BLANK	Supplier agency	Daily rate	Cost per year	LEAVE BLANK	Reason for engagement & benefits	Contract Type
COO	CE	Consultant	Customer Services		13/01/2014	31/03/2015		Penna Recruitment Agency	£ 780.00	£156,000		Interim Director of Business Transformation, Working on the Customer Services Transformation and Business Infrastructure Transformation Programmes.	Framework contract - Penna
COO	Customer Services/	Consultant	Customer Services		16/12/2013	08/05/2015		Ogden's Interim Recruitment Agency	£ 750.00	£150,000		Carrying out feasibility costings for new libraries structure and to implement all recruitment. Also contributing to Customer Services and Culture Transformation	Framework contract - Ogden's
COO	Corporate Programme Office	Senior Business Analyst	Customer Services		01/12/2014	31/03/2015		Hays	£ 482.00	£92,400		Carrying out analysis of all IT requirements for Libraries Project	Framework contract - Hays
COO	Corporate Programme Office	Business Analyst	H5&K		29/12/2014	31/2/15		Hays	£ 290.00	£58,000		To undertake functionality testing and workshops with Children's Services staff	Framework contract - Hays
COO	Corporate Programme Office	Consultant	BIP		01/10/2014	31/07/2015		Galanby Sanderson Recruitment Agency	£ 774.00	£154,800		To assist with move to Shared Service Centre and to co-ordinate all IT requirements for other projects	Framework contract - Galanby Sanderson
COO	Corporate Programme	Consultant	BIP		10/03/2014	09/03/2015		Penna Recruitment Agency	£ 840.00	£168,000		BIP Programme Director	Framework contract - Penna
COO	Corporate Finance	Consultant	BIP (SAP)		25/03/2014	31/03/2015		CIPFA	£ 480.00	£96,000		Finance support for OneSAP and BIP	Framework contract - CIPFA
COO	ICT	Consultant	BIP (SAP)		24/03/2014	30/01/2015		Hays	£ 309.36	£91,872		Providing additional co-ordination support to OneSap project	Framework contract - Hays
COO	ICT	Consultant	BIP (SAP)		15/10/2012	27/02/2015		Open Link Resource Ltd - HQ	£ 470.55	£94,110		Technical Specialist/Architect/ Lead to Design and implement new supported Citrix environment.	Framework contract - Hays
COO	HR	Consultant	HR/BIP		30/09/2013	31/03/2015		Penna Recruitment Agency	£ 580.00	£116,000		Supporting the Organisations Change Programmes, Providing additional technical expertise and capacity in HR during its restructuring.	Framework contract - Penna
COO	HR	Consultant	HR/BIP		26/02/2014	31/03/2015		Penna	£ 407.20	£91,440		Project Lead for Workforce Planning and Workforce Strategic Issues	Framework contract - Penna
COO	HR	Consultant	HR/BIP		10/02/2014	31/03/2015		Hays	£ 560.80	£112,160		Project lead for Reward part of BIP transformation	Framework contract - Hays
COO	Commissioning	Consultant	Traded Services		19/05/2014	02/01/2015		Hays	£ 689.00	£133,800		Specific Project	Framework contract - Hays
DCE	Schools & Learning	Consultant	Traded Services		07/07/2014	30/01/2015		CIPFA	£ 495.00	£99,000		Support to Services to Schools Project	Off Contract CIPFA
Regen, Planning & Dev	Regen	Consultant	Tottenham Regeneration		02/01/2014	31/03/2015		Veredus	£900.00	£160,000		to undertake senior role on Tottenham Regen programme	Off Contract-Veredus
Regen, Planning & Dev	Regen	Consultant	Tottenham Regeneration		15/01/2009	13/03/15		Penna Recruitment Agency	£ 675.00	£135,000		To supply Planning and Regeneration Services	Framework contract - Penna
END OF TRANSFORMATION PROJECTS										£1,870,592			

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ADDITIONAL CAPACITY												
Df	Business Unit	Status	Post Details	Start date	End Date	Recruitment Timeline	Supplier agency	Daily Rate	Cost per year	LEAVE BLANK	Reason for engagement & benefits	Contract Type
COO	Single Frontline Services	Consultant	Confirm Developments and Systems Workstreams	05/05/2007	31/03/2015		Penna Recruitment Agency	£ 290.00	£ 58,000.00		Provides specialist advice and support for software (Confirm), building asset database, IT solution for MA1 and training team, Mobilisation of Highways contract and mobile working support. Likely to be extended.	Framework contract - Penna
COO	Single Frontline Services	Consultant	Gang Intervention/Community Action	31/10/2014	31/03/2015		Galexy Sanderson Recruitment Agency	£ 650.00	£ 130,000.00		Herrings: one of 5 boroughs identified by Mayors offices to lead on Gang intervention work	Framework
COO	ICT	Consultant	Exchange Specialist - Evergreening	20/08/2013	27/02/2015		Open Link Resource Ltd - HQ	£ 416.24	£ 83,248.00		Technical Specialist: project manage implementation of new supported Exchange 2010/Email environment, into BAU support. Plus additional BAU support for permanent staff developing their skills/experience	Framework contract - Hays
COO	ICT	Consultant		17/10/2013	30/01/2015		Open Link Resource Ltd - HQ	£ 409.36	£ 81,872.00		Additional capacity and specific experience to manage Web Content Management System project	Framework contract - Hays
COO	ICT	Consultant		30/01/2014	27/02/2015		Open Link Resource Ltd - HQ	£ 400.00	£ 80,000.00		Added capacity to achieve code of connection compliance for PSN	Framework contract - Hays
COO	Environment Services & Community safety	Consultant		02/12/2013	20/02/2015		Hays	£ 361.00	£ 72,200.00		Unexpected increase in work	Framework contract - Hays
COO	Environ. Services & Comm safety	Consultant	Domestic Violence Strategic Manager	02/06/2014	31/03/2015		Hays	£ 350.00	£ 70,000.00		To be incorporated in the Community Safety restructure during Q1 2015	Framework contract - Hays
COO	Environ. Services & Comm safety	Consultant	Integrated Offender Management Offender Strategic Lead	02/09/2013	31/03/2015		Hays	£ 497.00	£ 99,400.00		Integrated Offenders Manager/Strategic Lead, post to be incorporated into the planned restructure	Framework contract - Hays
DCE	Children's Services	Consultant		02/04/2014	02/01/2015		Hays	£ 464.00	£ 92,800.00		Interim Manager, Conference Chairs	Framework contract - Hays
DCE	Children's Services	Consultant		01/09/2013	28/02/2015		Self Employed ESI Ref:	£			Manage and run the Unity Radio project	Self-employed
DCE	Adult Social Services	Consultant		1/12/14	27/02/2015		Hays	£ 535.28	£ 107,056.00		Post needed to ensure compliance to the Care Act	Framework contract - Hays
DCE	Adult Social Services	Consultant		11/04/2013	13/02/2015		Hays	£ 535.21	£ 107,042.00		Preparation for integration of Adult Social Care & Health (Batter Care Fund)	Framework contract - Hays
DCE	Adult Social Services	Consultant		09/06/2014	5/3/15		Hays	£ 435.21	£ 87,042.00		Expected increase in work	Framework contract - Hays
DCE	Ind & Education	Consultant	Commissioning role - Alternative Provision	21/02/2013	tbc		Armo Recruitment Agency	£ 630.00	£ 126,000.00		Assist with preparing Youth, YOS and Alternative Provision to move to a commissioning approach.	Off Contract Armo
DCE	Public Health	Consultant		01/05/2014	31/03/2015		Galexy Sanderson Recruitment Agency	£ 955.00	£ 191,000.00		To develop and write a Pharmaceutical Needs Assessment, specialist skills are required for a time limited period	Recruitment Framework contract - Galexy
Regen. Planning & Dev.	Regeneration	Consultant		12/12/2013	30/01/15		Calico Services Ltd	£ 371.88	£ 74,376.00		Unexpected increase in work	Framework contract - Hays
Regen. Planning & Dev.	Regeneration	Consultant		22/11/2013	15/04/2015		Hays	£ 371.89	£ 74,378.00		Unexpected increase in work	Framework contract - Hays
Regen. Planning & Dev.	Economic depriv.	Consultant		28/07/2014	27/03/2015		Hays	£ 533.37	£ 106,674.00		Time limited role developing employment and skills projects for Tollerham	Framework contract - Hays
END OF ADDITIONAL CAPACITY									£ 1,641,088.00			

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By virtue of paragraph(s) 1, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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