

NOTICE OF MEETING

GENERAL PURPOSES COMMITTEE

Tuesday, 3rd October, 2023, 7.00 pm - George Meehan House, 294 High Road, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Reg Rice (Chair), Cressida Johnson (Vice-Chair), Dawn Barnes, Erdal Dogan, and one vacancy

Quorum: 3

1. **FILMING AT MEETINGS**

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

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

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

To receive any apologies for absence and substitutions.

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 9 below. New items of exempt Urgent Business will be dealt with at agenda item 12 below).

4. **DECLARATIONS OF INTEREST**

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

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

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

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

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. HR POLICIES - NEW AND REVISED POLICIES - PAGES 1 - 41 (PAGES 1 - 44)

The report outlines the content of three HR policies:

- The Job Evaluation Policy is new and is being introduced for the first time.
- The Probation Policy policy is a revision of the existing policy
- The Elections staffing policy is a revision of the current policy.

The report also includes:

- Proposed changes to the recruitment policy in relation to internal recruitment
- Proposed changes to notice periods
- Annual pay policy statement 2024-2025

7. PEOPLE REPORT - PAGES 42 - 47 (PAGES 45 - 50)

To receive an update on the People Report.

8. NEW ITEMS OF URGENT BUSINESS

9. DATES OF FUTURE MEETINGS

8 January 2024

8 February 2024

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Fiona Alderman
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George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday 25 September 2023

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Report for: General Purposes Committee, 3rd October 2023

Item number:

Title: HR Policies – New and Revised policies

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Tanya Patchett, Head of Employee Relations, Business Partnering and Reward

Ward(s) affected: None

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

1 Describe the issue under consideration

The report outlines the content of three HR policies:

- The Job Evaluation Policy is new and is being introduced for the first time.
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The report also includes:

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- Annual pay policy statement 2024-2025

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

That Committee consider and approve each of the attached policies, and delegates authority to the Chief People Officer to make such amendments as considered minor.

4 Reason for decision

The policies are brought to committee in line with the HR policy review schedule previously agreed with members. They have undergone extensive consultation with the trades unions, staff equality networks and with managers internally. The final versions attached at Appendices A-F include changes as a result of the consultations.

5 Alternative Options Considered

Not applicable.

6 Background information

- 6.1 The probation policy has been updated to include hybrid working, disability and long-term condition declarations. Probation notice periods have been updated to be 1 week until the employee has completed their probation period at which point, the relevant notice period for their grade would apply. The updated policy covers the probation review meetings including the formal review meeting, probation extensions and what happens at the end of the probation period. The policy also expands further on the Appeal process for dismissals during probation.
- 6.2 The job evaluation policy is a newly introduced policy to standardise the job evaluation and job matching process. The policy provides detailed information on writing the job description, the stages of the process, pay protection and job evaluation outcomes.
- 6.3 The Elections policy is current, the amendments made clarify the maximum paid time off as 2 days per election. The provisions around start and finish times for those undertaking roles at night have been removed as they were over complicated and unnecessary.
- 6.4 There is a proposal to amend the wording in the recruitment policy to enable the decision to be made to advertise a post internally only or convert an agency worker to a permanent employee in the event this is felt to be beneficial.
- 6.5 It is proposed that changes are made to notice periods with effect from January 2024 where notice periods for employees paid up to and including PO4 are a minimum period of 6 weeks. Notice periods for employees paid PO5 and above will have a minimum notice period of 3 calendar months. For those on TUPE terms and conditions and not on Council pay scales, those with pay equal to or exceeding SCP 39 will have a notice period of 3 months. Those paid below that figure will have a notice period of 6 weeks.
- 6.6 The Council is required to publish an annual pay policy statement under Section 38(1) of the Localism Act. The statement is included at Appendix G of this report.

7 Statutory Officers' comments (Chief Finance Officer (including procurement), Legal and Governance.

7.1 Finance

There is a financial implication in respect of extended notice periods as there will be additional cost in the event the decision is taken to issue an employee notice or in the event we pay in lieu of notice.

With the introduction of 1 week notice in the probation period, this would result in cost reduction in the event we are ending employment in probationary period as currently, the notice period would be in line with the position.

7.2 Head of Legal and Governance

The remit of the General Purposes Committee covers the approval of new and revised HR policies

8 Use of Appendices

Appendix A – Job Evaluation Policy

Appendix B – Probation Policy

Appendix C- Elections Staff Policy

Appendix D – Changes to recruitment wording report

Appendix E- Changes to notice periods report

Appendix F- Annual pay policy statement

9 Local Government (Access to Information) Act 1985

Not applicable.

REPORT END

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Job Evaluation Policy v0.1

October 2023

Table of Content

1	Purpose
2	Scope
3	General Principles
4	Job Evaluation Process
5	Trade unions
6	Job Description Guidance
7	Pay protection
8	Outcome & Review
9	Further Advice

1. PURPOSE

The purpose of this policy is to provide guidance and information on how the Job Evaluation process is managed within the Council. Job Evaluation (JE) is a process to determine the relative importance and value of different job roles in the Council; this is completed by assessing the job description and other relevant documents relating to the role.

The process looks at the main responsibilities and duties/activities undertaken in the role and as such the content is scored against a set criteria. The Council currently uses two different job evaluation schemes; the Greater London Provincial Council (GLPC) scheme for Officers (grades SC1 to PO8) and the Local Government Association (LGA) for Senior Managers (grades HC1 and above).

Adopting a JE scheme enables the Council to evaluate all roles using a fair, transparent and consistent approach and as a result helps to ensure equal pay for work equal value.

It should be noted that this policy does not replace the Equal Pay & Conditions Review agreement reached with trade unions in September 2008. For further information on the Equal Pay agreement, including single status queries, please contact HR Reward team. Should a conflict arise between the two documents then the Review shall take precedence over this policy.

2. SCOPE

This policy applies to all staff employed by the Council excluding staff on Teachers and Soulbury terms and conditions as they will have their own arrangements.

3. GENERAL PRINCIPLES

The General Principles for this policy are:

- That all job evaluations are undertaken using the relevant JE scheme and are undertaken using a fair, transparent and consistent approach.
- The Council is responsible for ensuring that all evaluators are fully trained on the GLPC and LGA or any other scheme it may from time to time implement.
- Having a formal pay and grading structure ensures that jobs of equal value are remunerated fairly and transparently and helps the organisation to demonstrate that this is the case.

4. JOB EVALUATION PROCESS

The JE process is summarised as follows:

- Managers are responsible for completing a job description whether single (e.g., for newly created post or a revision of an existing post) or multiple (e.g., as part of a service restructure). The job description template to be used is available on the Council's [Job Evaluation](#) Intranet page and should be referred to at all times when developing and reviewing a job description and using the available guide on how to complete a job profile.
- Managers are responsible for ensuring that the job description clearly outlines the content of the job in a clear, concise and accurate way that reflects their business requirements and service needs; job descriptions should not be written around a person.
- Managers must discuss and agree with the postholder (where applicable) for any existing job role that requires revision before submitting for job evaluation. If a restructure is being considered, the Strategic HR & OD Business Partner must be consulted and the appropriate process followed.
- Once the job description is completed and agreed, the following documents should be sent to HR Reward through [HALO](#).
 1. The completed job description on the correct template.
 2. Organisational structure chart (should be within the job description but can be sent separately if necessary)
 3. Delegated authority (DA) form or in the absence of a DA, any other relevant information which outlines the rationale for the changes and authorisation to progress.
- The manager must request the job evaluation to be conducted in all cases, regardless of whether it's a single request or multiple in any given scenario.
- The JE turnaround time is usually 10 working days; however, this will be dependent on the volume of the requests received at any one time e.g. a restructure or the complexity of the requests and so may take longer, and if this is the case Managers will be informed accordingly.
- The relevant JE scheme will be used depending on whether the role is an Officer or Senior Manager role.
- The outcome of the JE will be communicated directly to the manager that submitted the request.
- If the employee is dissatisfied with the JE outcome, then the manager/employee will be asked to review the job description and re-submit along with a jointly completed job evaluation questionnaire.

- It should be noted that the JE process does not focus on the volume of the tasks, it focuses on the nature of the work/role, level of work and responsibilities.

5. TRADE UNIONS

The Council recognises that the trade union's role is important during the job evaluation process to ensure transparency, and to support postholders (where applicable).

6. JOB DESCRIPTION GUIDANCE

For the job evaluation process, it is necessary to have an up to date and accurate job description that accurately reflects the duties that the employee currently undertakes or will be undertaking after the evaluation process.

For guidance to drawing up a job description as referred to above, can be found in the practice notes of this policy and on the [Job Evaluation](#) intranet page.

7. PAY PROTECTION

Pay protection for 18 months (refer to the [Organisational Change Policy](#)) will only apply where a job is downgraded following a job evaluation, and it is applied from the effective date of re-grading of the role. It should be noted that pay protection is only applied at one grade higher than the new grade in the event the new post/ grade is more than one grade lower.

8. OUTCOME & REVIEW

The outcome of the job evaluation once completed, will be communicated to the manager by the HR Reward team. It is the responsibility of the manager to communicate the outcome to the relevant parties (if applicable).

If the outcome impacts on any employees currently occupying a job role, they will be communicated on next steps available to them as may be appropriate.

If the employee is dissatisfied with the JE outcome, then the manager/employee will be asked to review the job description and re-submit along with a fully completed job evaluation questionnaire. This will then be considered by another JE officer and the outcome of this review advised to the manager.

9. FURTHER ADVICE

Organisational Change Policy

Document Control

Key Information			
Title	Job Evaluation Policy V0.1		
Document Type	Draft		
Document Status	Approved: (enter date of committee) version 0.1		
Approving body	committee		
Author	HR Specialist (Policy and Projects)		
Owner			
Contact (managed by)	HR Reward Team		
Date of Publication			
Revision History			
Version	Date	Summary of Changes	Name
0.1	October 2023	Introduced a Job Evaluation Policy	AK & CK



Probation Policy v0.4

October 2023

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1. PURPOSE

The purpose of this probation policy is to provide guidance for managers to support new employees settling into their role. The probation period is an opportunity to manage any concerns and issues that may arise from the beginning of the new role and to provide reasonable adjustments for employees who have or are found to have a long-term condition or disability before or after starting their employment with Haringey. It is important to be fair, consistent, and reasonable when managing the probation period and to provide all developmental opportunities to new employees to enable them to effectively fulfil the requirements of this role.

2. SCOPE

This policy applies to all new employees and apprentices employed by the Council regardless of the length of their contract of employment. Although this policy applies to fixed term contract employees, a successful completion of the probationary period does not indicate permanent employee status. This is because employees are only considered permanent once a contract has been agreed that is permanent in nature.

All new employees are subject to satisfactory completion of the probationary period of six months. For employees completing the Assessed and Supported Year in Employment (ASYE) the probation period is 12 months (**See section 3 New Qualified Social Workers and Qualified Practitioners**). Employees who have previously worked in some other capacity such as an agency worker or contractor are still subject to the probationary period.

Employees who have completed a probationary period and are redeployed or appointed into another post in the Council, will not be required to complete another probation period. However, they will be offered a support and development period of 3 months to adjust into their new role.

3. NEW QUALIFIED SOCIAL WORKERS AND QUALIFIED PRACTITIONERS

Employees who are currently completing the Assessed and Supported Year in Employment (ASYE) scheme are subject to an extended probation period of 12 months. These employees are only considered to have passed their probation when they have successfully completed their ASYE training. The line manager will be required to complete the ASYE documents instead of the Council's probation forms.

Where Newly Qualified Social Workers and Qualified Practitioners (NQSW) have completed part of the ASYE with another organisation, the employee's probation will last up to the end of the ASYE programme or a period of 6 months (whichever is longer). If the employee is failing the ASYE, this will result in failing their probation potentially resulting in a dismissal. The employee completing ASYE will have a 'My conversation' meeting with their manager at the 6-month point to support with their development plan.

4. GENERAL PRINCIPLES

4.1 Managers responsibility

- To complete the Induction review document new starter checklist with the new employee. This must be completed before any probation performance review including formal probation review.
- To provide local induction to the role and schedule the corporate induction within the first 6 weeks of the new employee's start date.
- To provide the support, guidance, and training for the new role as part of the induction and probation process.

- To set out the standards of work performance and ensure that the employee performs at the required standard.
- To extend the probation, where necessary, by notifying the new employee in writing and during the probation meeting which should include the reason the probation is being extended and provide an improvement plan.
- To assess and review the employee during the probation period.
- To ensure that reasonable adjustments are applied to the role for employees who have a known or potential disability or long-term condition.
- Provide supervision during and after probation.
- To monitor progression and provide regular feedback (more frequent meetings with employees completing Assess and Supported).

4.2 Employees responsibility

- To engage with the process.
- To perform at the expected standard.
- To attend scheduled training when booked.
- To raise any challenges or difficulties at work and raise any further training and support required.
- To state any reasonable adjustments needed at work.
- To notify the manager of any disability or long-term condition at the beginning of employment or when the condition(s) commence during the employment. Brief details should be provided of the condition(s) and any reasonable adjustments that could be considered needed at work to remove any disadvantage to their work or performance.

4.3 Important documents and steps during probation

There are important documents and tasks that the manager and the new employee are required to complete to be able to successfully pass the probationary period, the documents/steps are:

- New starter checklist completed – This needs to be saved locally and in the employee's HR central file so it should be sent to HR Operations via HALO to be saved.
- Probation forms – These need to be saved locally and in the employee's HR central file.
- Corporate induction (to be attended with 6 weeks of employment).

5. DISABILITY AND LONG-TERM CONDITION

Employees who have a known disability or long-term conditions during probation will still have the same probation procedure as all other employees. However, reasonable adjustments will be considered during this time to support the employee performing the role. Managers should refer the employee to Occupational Health for further advice when a disability or a long-term condition is reported.

The Occupational Health referral should seek the view as to whether the employee may be considered disabled and to understand what reasonable adjustments could be considered to support the employee. If appropriate, employees can refer themselves to access to work for further support at work.

6. HYBRID WORKING AND PROBATION

Some roles in the council operate in a hybrid way, so it is important for the manager to adapt probation review meetings and other steps in the process to be able to support such employees. The probation review meetings can be on MS Teams and/or face to face to provide flexibility to conduct the probation review meetings regularly. Both manager and employee must follow the [health and safety procedure for home working](#) on the intranet to ensure all safety measures are covered during probation for hybrid working employees.

Employees who are working in a hybrid way must be given equal opportunity for training, development and be offered support including accessing their representatives such as trade union. Wherever possible training and induction activity should be in person if it is critical to their role. All new employee, regardless of their work location, should be given the right local induction during probation and this includes having regular communication with their colleagues and manager. As far as possible the employee should be kept well informed of activities and developments within the team and the Council as a whole, and aware of where they can access further information if needed/wanted.

7. PROBATIONARY NOTICE PERIODS

The notice period during probation is 1 week unless the employment is terminated because of gross misconduct or some other fundamental breach in the contract, in which case there is with no notice and the dismissal takes place with immediate effect. If the employee's employment is terminated by the Council under this Policy, instead of working, the employee will be paid the notice period in lieu.

8. PROBATION REVIEW MEETINGS

The probation review meetings are a requirement during the probation period to ensure that the new employee is given the support and training opportunities to learn the role and the duties required. These meetings can be used to address any areas of performance, conduct or attendance that are not up to the standard required for the role.

Probation review meetings should take place regularly to ensure both manager and employee have ample opportunity to review progress and share any concerns or development needs.

Schedule meetings	Timings	Expectations
Welcome Meeting and Induction	1 st day of employment	Start the New starter checklist, including local induction, ensure the employee completes the mandatory training and set expectations.
Month 2	4 - 6 weeks	Complete the New starter checklist and the local induction. Review if the mandatory training has been completed. Check on how the employee is doing and their understanding of the role and duties. Give feedback on initial performance.
Month 3	8 - 10 weeks	This meeting should focus on the employees' development within the role and any reasonable adjustments needed to support them. The manager should continue to give feedback, especially if there are any concerns regarding

		performance. Managers can consult with the Employee Relations team if they require support.
Month 4	12 - 14 weeks	The focus of this meeting is to continue to support the employee, give feedback and if applicable, discuss any concerns. If appropriate in consultation with the Employee Relations Team, the manager may extend the probation period.
Month 5	18 - 20 Weeks	The focus of this meeting is to continue to offer support to the employees, give feedback and if applicable, discuss any concerns. If applicable. If an extension to probation is likely to be needed, it should be applied during this period and confirmed to the employee in consultation with the Employee Relations team.
Month 6	26 th Weeks	This will be the final probation review meeting; the manager will assess performance and other areas that are required to be achieved to successfully pass probation. During this meeting the manager will inform the employees that they have passed their probation unless there has been an extension applied to the probation in the previous month or a need has arisen within the month to warrant a probation extension. Concerns should only be initially identified during this meeting in exceptional circumstances.

If necessary, managers can hold additional review meetings in addition to the above if a performance issue is identified; the employee should be informed as soon as possible in the event there is concern about performance. The employee should fully understand the areas of concern, the expected improvements the manager needs to see and within what timescale. If the improvement is not seen within the time expected the manager can proceed to a formal review meeting.

9. FORMAL REVIEW MEETING

The manager can schedule a formal review meeting if they have set the standards for an employee, where the employee continues to perform below the expected standard. This meeting can be scheduled at any stage during the probation period, but it is advisable that the manager acts as soon as concerns arise. This review period will be a minimum of 1 month to maximum of 3 months and extension of probation will apply.

If appropriate due to circumstances outside of the probation normal process, the formal review meeting can also be combined and treated as a formal investigation meeting for alleged misconduct or gross misconduct. The process for investigation that under the disciplinary policy, however the process will be managed under this probation policy. The estimated time for the investigation will be provided by the Employee Relations team and automatically the probation will be extended to cover the investigation period. If appropriate, the employee may be suspended on full pay whilst the investigation is being completed.

10. PROBATION EXTENSIONS

Extension of probationary period may be considered in circumstances where there are concerns around performance. Probation extensions should be for a minimum of 1 month and maximum 3 months extensions, up to a maximum probation period of 12 months. If probation is extended, a clear improvement plan must be communicated in writing to the employee with the associated support for them to meet the required standard.

The circumstances for extension of probation are as follows:

- The manager has been unable to make a fair assessment of the employee's performance due to period(s) of absence from work including but not limited to sickness.
- The new employee has demonstrated a degree of improvement in their performance however it has not been sufficient to confirm successful completion of probation during the 6 months and an extension is necessary.

This should not be used in cases where the employee has not made significant progress during the original probation review period and where it is likely that, even with an extension, they will not be able to achieve the required standard to pass the probation. The manager must discuss the extension of probation with the Employee Relations Team at the earliest opportunity to ensure that fair and supportive management of probation is offered to the employee. The manager has the responsibility to send a letter as a notification to the employee when there is an extension of probation, including a reason for the extension and they should inform the employee as soon as possible.

11. END OF PROBATION

At the end of the probation, there are two outcomes:

11.1 Passing Probation

It is important for all the checklists to be completed before passing the probation period, including completion of mandatory training; failure to do so will result in an extension of the probationary period. When the employee has successfully completed their probation period, the manager will confirm in writing to the employee. The manager will be required to confirm with the HR operations team that the employee has passed their probation and the letter should be saved in the employee's HR centralised file.

11.2 Probation Dismissals

If it becomes apparent that dismissal is a likely outcome, the line manager must consult with the Employee Relations Team before proceeding with the final probation meeting. Employees who have been through a formal probation review and have not satisfactorily fulfilled the requirements during probation period (include those who have had a probationary period extension) or in a case of misconduct or gross misconduct, will be invited for a final probation meeting. The line manager in consultation with the Employee Relations Team will schedule the final probation meeting. The employee will receive at least 5 working days' notice for the meeting and will have the right to be accompanied at the meeting by either a trade union representative or a work colleague. Any request to be accompanied by, for instance, relative or partner should be considered sympathetically where the employee is not a trade union member. Requests for legal representation will generally be refused.

12. FINAL PROBATION MEETING

The purpose of the meeting is to review the probation case and to make a final decision on the employee's employment. If the decision is to dismiss the employee, the line manager will advise the employee that the decision is on the grounds of failing the probation period and provide information on how to appeal the decision. The employee will receive a written confirmation of the outcome of the final probation meeting within 3 working days. Payments will be made in lieu rather than the employee working the notice period. The employee can be dismissed at any point during the probation period as long as there is a fair and reasonable process.

13. SUMMARY DISMISSALS

If the outcome of the final probation meeting is to dismiss as a summary dismissal due to a gross misconduct or exceptional circumstances that would prevent the employee from working in their role. This type of dismissal is without notice or payment in lieu of notice. Further information is provided in the practice notes.

14. APPEAL ON PROBATION DISMISSALS

14.1 Appeal Hearing for Officers and Senior Officers

The employee may appeal the outcome of the final probation meeting if it results in dismissal of employment. Appeals will be reviewed by another member panel.

14.2 Grounds of Appeal

Employees have no right to appeal against extension of probation, however they should be informed of the reason for the extension, they can only appeal in cases of dismissal. The grounds of appeal should be as follows:

- The dismissal procedure was unfair.
- Any part or the overall process of the probation was unreasonable.
- The evidence presented in the final probation meeting was not substantiated and/or there was no good reason for the dismissing officer to accept it.
- The decision at the final probation meeting is unduly harsh.
- New evidence to be presented by the employee that was not reasonably available at the meeting. Reasons to be provided why it was not presented before.
- Failure to implement reasonable adjustments during probation which directly or indirectly resulted in the dismissal.

Appeals must be submitted no later than **5 working days** after the date of the final decision/dismissal letter. Details on how to appeal will be provided in the outcome letter. The decision of the appeal panel is final. A member of the Employee Relations team will provide HR advice to the panel. The employee is entitled to be represented at the appeal hearing by a workplace colleague or Trade Union Representative. Any requests to be represented by, for instance, a relative or partner should be considered and any reason for refusal communicated to the employee.

14.3 Purpose of Appeal hearing

The purpose of the appeal hearing is to review the outcome of the final probation hearing. The possible outcomes are to confirm the decision, or to withdraw the dismissal. The decision is final. In the event that

an employee has less than 12 months service and is reinstated, the extension of a probation period will apply if the maximum has not been applied.

15. OTHER CONSIDERATIONS

Any attempts to hinder the probation process will be considered a conduct issue and dealt with appropriately under the probation policy. Should an employee choose to resign to circumvent the formal probation process, they may be required to serve a 1-week notice period. In this case, all efforts should be made to conduct and conclude the formal probation process before the end of their notice period.

Where it is not possible to hold a face-to-face meeting under this procedure, the Council will conduct the process remotely. The employee and their representative will have to access to the [MS Team guidance](#) on the intranet to be able to conduct the meeting and hearing remotely. Their rights will not be affected, and the Council will ensure that the procedure remains fair and reasonable. This should only be used by agreement and access issues need to be taken into consideration.

If the employee has a disability that may have an impact on their ability to participate fully in this process, they should inform their line manager who will discuss with the Employee Relations team around reasonable adjustments. Probation concerns will be dealt with sensitively and with due respect for the employee involved. Any information communicated during the probation policy must be treated as confidential.

16. LINK TO OTHER POLICIES

Disciplinary policy (In relation to misconduct and gross misconduct definitions)

Induction

Dignity at work

Reasonable Adjustments and Access to work

Document Control

Key Information

Title	Probation Policy V0.		
Document Type	Policy		
Document Status	Draft		
Approving body	Approved: (enter date of committee) version 0.2		
Author	HR Specialist (Policy and Project)		
Owner			
Contact (Managed by)	HR Employee Relations Team		
Date of Publication			
Revision History			
Version	Date	Summary of Changes	Name
0.1			
0.2	October 2023	Revised the whole policy	AL

Human Resources

Elections Staffing Policy

Protocol History			
Version	Summary of Change	Contact	Implementation Date
1	A new protocol to clarify and make consistent existing practice related to the staffing of elections by Haringey employees.	HR Team	May 2014
1.1	Clarity over scope and total time off permitted, simplifying some provisions		
2	Amended following Trade Union consultation	HR Team	October 2023

Links and Dependencies
Pay Policy Statement
TOIL and Flexi Time Procedure

1. Purpose

This protocol details the principles for employees of Haringey Council, who are employed by the Returning Officer for Elections roles to support an election, including but not limited to:

- presiding officers
- poll clerks
- count staff across all roles
- Staff working on the issue or opening of postal votes
- Polling and Security (PAS) staff
- Support roles (for example Porters, Building Support Officers, Traffic marshals, IT support staff)

This protocol does not confer any contractual rights and may be amended by the Council at any time.

Human Resources

2. Scope

- 2.1. The protocol does not apply to those who are based in a School with a delegated budget.
- 2.2. This protocol excludes Agency Workers and all other non-employees either who currently perform work on behalf of Haringey Council or who are recruited specifically to perform work in connection with the election.
- 2.3. This protocol does not apply if you assist at an election in another council, or geographical area outside of Haringey.
- 2.4. With the exception of 3.14-3.17, this protocol does not apply to members of the core Electoral Services team nor to members of the Elections Management Team. These employees spend a proportion of their normal working time planning for and delivering elections.
- 2.5. This protocol will apply to:
 - Parliamentary elections
 - Haringey Council elections
 - Mayor of London and London Assembly elections
 - Referendums
 - Neighbourhood Planning Referendums
 - Parish / Town Council elections (if any are established)
 - Any by-elections of the above
 - Any other election / referendum held within the London Borough of Haringey, the responsibility of which is the holder of the post of Returning Officer as set out in the Council's constitution.

3. Principles

- 3.1. Recruitment to Elections roles is undertaken by the Returning Officer as the Employer, and not the Council. The Returning Officer wishes to ensure that elections are appropriately staffed, and this includes increasing the number of Council staff who are employed to work at election time. Recruitment strategies will reflect this.

Human Resources

- 3.2.** The Returning Officer uses Haringey Council Human Resources to ensure that applicants are suitable for roles, on a cost recovery basis. The Returning Officer does not employ staff who are on sick leave from the Council.
- 3.3.** Employees appointed to assist in the elections are entitled to up to two days of special paid leave per election to undertake election duties, at the discretion of the Chief Executive. Any further election duty must be completed in the employee's own time. This could be outside of working hours, or by taking flexitime, TOIL or annual leave, for example. Exceptionally, the Chief Executive may vary this where necessary to ensure the election is successfully managed.
- 3.4.** Employees who are not scheduled to work on the day that they are employed by the Returning Officer will not be entitled to compensating time off.
- 3.5.** The Returning Officer will arrange payment to employees for the duties / hours worked in line with fees that will be set out in appointment letters. The payments will be made through the Returning Officer's payroll. The Returning Officer currently uses Haringey Council as a payroll provider, on a cost recovery basis.
- 3.6.** The Returning Officer's payroll is separate to the Council's, meaning all staff employed by the Returning Officer will be subject to Right To Work checks and will be required to provide their personal details including those required by HMRC and those needed to make payment by BACS. The Returning Officer uses Haringey Council Human Resources to make these checks on a cost recovery basis.
- 3.7.** Payment will be subject to tax as per the prevailing HM Revenues and Customs legislation, however, will not be subject to National Insurance Contributions, in line with the legislation. Employees of the Returning Officer may be able to join the RO's pension scheme. Details will be provided in appointment letters.
- 3.8.** The Council, as a democratic organisation, recognises the benefit of its own employees working on behalf of the Returning Officer. In order to release as many employees as possible for election duties whilst maintaining service delivery, the Chief Executive may decide to restrict annual leave on the day(s) where the Returning Officer employs staff.

Human Resources

- 3.9.** Notwithstanding 3.5 above, all absence from normal duties to assist at an election is subject to the prior agreement of the line manager, which will not be unreasonably refused. The line manager will consider requests from employees for time off from work to assist at elections fairly taking into account the business needs of the department and the necessity of these posts for the country's democratic processes. The default position will be that employees will be released unless there is a good reason why they should not be.
- 3.10.** If employees are working in a polling station and cannot get to their usual polling station to vote, they should apply for a postal vote. Exceptionally, there are provisions that can apply in some circumstances to allow employees to vote at a polling station other than their own.
- 3.11.** It is illegal to undertake an election duty if an employee is employed by, or on behalf of, a candidate at that election, and/or have signed a nomination paper for one or more candidates. The legal definition of employee includes working in a voluntary capacity. Employees will be required to confirm in writing that they meet the criteria for employment by the Returning Officer as part of the appointment process.
- 3.12.** Employees who work particularly closely with Elected Members may not be able to perform certain roles for the Returning Officer. The Returning Officer's decision on these matters is final.
- 3.13.** Training is compulsory for all polling station staff and a number of other key roles. Where the Returning Officer confirms training is required, employees will not be allowed to work without it. Electoral Services will work with Haringey Council's Learning and Development team to deliver the training, on a cost recovery basis.
- 3.14.** It is recognised that the core electoral services team are required to work very long hours in the run up to, and during, elections. This will normally be remunerated by the Council's usual process for additional hours. It is however recognised that sometimes it may be more appropriate to pay agreed rates in the London Council's Scale of Fees and Charges for Election Duties and/or any Scale of Fees produced by Central Government or other election funding body; or as decided by the Returning Officer.
- 3.15.** There are various ancillary roles at elections. Those employed in such roles will be paid an appropriate fee as determined by the Returning Officer, taking into account the additional hours required to perform the duties, when they are needed to be performed and whether the role(s)

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would reasonably be seen to form part of their main employment with the Council.

- 3.16. The core electoral services team, and any ancillary staff undertaking work for the Returning Officer are required to keep, and make available when necessary, accurate time-keeping records. This needs to include details of roles undertaken when working any additional hours.
- 3.17. Certain roles at elections and in the build up, including those performed by the core election team, require long and unsocial hours. It is recognised that it will sometimes be necessary to provide subsistence, and the Council will pay for reasonable costs in this regard. The Head of Electoral Services will decide what is reasonable.

4. Procedure

4.2 **Presiding Officers, & Polling Clerks, Polling Station Inspectors and other roles on Polling Day including PAS staff**

If an employee is appointed to a role on polling day, they are entitled to paid time off from work on polling day to perform these duties. The employee will be expected to return to work the next day as normal and at their usual start time. If the employee wishes to take the following day off, they must request permission from their line manager. This day can be taken as annual leave or an employee can request to use time off in lieu (TOIL), according to the TOIL and Flexi Time procedure.

Where an employee is employed as a clerk at the close of poll, this will be in the own time of the employee unless they were scheduled to work at that time. Where the close of poll finishes at the venue after 2 a.m, the provisions in 4.3 below will apply as the role will be treated as a count role.

4.3 **Count Roles**

If an employee is appointed to a role at the election count, they are entitled to one day's special paid leave (either the day of the count if the count is a day-time count, or if an overnight count, the day leading up to the count or the day immediately after the count).

4.4 **Postal Voting and other roles**

Human Resources

If an employee is appointed to a role linked to other aspects of the election, such as the issue and opening of postal votes, they are entitled to no more than two days' special paid leave to work on electoral duties. When taking two days leave, the employee must be undertaking two days of election work.

4.5 Two or more roles

Where an employee is appointed to two or more roles the time off from work must be discussed with their line manager in advance. However special paid leave will not exceed two working days per election based on the normal working hours of the employee.

4.6 Time off for training

Where the training sessions are held during the working day, additional paid time off from work (on top of the two days) is allowed to attend a training session. Fees paid are inclusive of an amount for attending training.

Item numbers:

Title of Report **Recruitment Policy Revision**

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

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

Ward(s) affected: **All**

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

1. Describe the issue under consideration

On 16 March 2021, Staffing and Remuneration Committee received a report on the Council's Recruitment Policy. The Committee did not approve the wording proposed in relation to advertising posts and approved the policy subject to the wording being altered to require all posts to be advertised externally and internally in the first instance.

Trade Unions have subsequently raised this issue with Officers and with Elected Members. At CEJCB on 11 October 2022, Members agreed that a report should be brought to Staffing and Remuneration Committee to consider this issue again.

On 20 October 2022, Staffing and Remuneration Committee received a further report and agreed to change some wording, whilst leaving other parts of the wording unchanged, however discussions were to be had with Trade Unions regarding potential wording that could be used.

Subsequently, Officers and Trade Unions have been discussing this issue. Management also advise that the current wording means that in some cases, agency workers are being engaged where there would be suitable internal candidates who could take on short term project work on a secondment basis; and that it would be more efficient and effective to allow internal only advertising in some circumstances.

This report sets out proposed wording to achieve those objectives.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

Approve the revised wording as set out in this report.

4. Reason for decision

To ensure that the recruitment policy meets the requirements of the Council.

5. Policy wording

The policy wording agreed by the Committee is related to Section 6, Advertising is as follows. If the Committee approves the recommendations, this would be deleted:

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

Vacancies will therefore be advertised internally, widely externally and through partners who promote opportunities to local people at the same time, unless there is a specific case for the advertising to be local routes only. Employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising. Where the council advertises a role externally, the choice of media/job boards will be based on effectiveness, flexibility of access, ability to reach a diverse group of candidates and cost. In addition, the council wishes to maximise job opportunities for local people. The Council does not routinely use temp-to-perm arrangements, but there are circumstances where this could be appropriate and the Head of Paid Service must authorise such arrangements.

The proposed new wording, agreed between Officers and Trade Unions, which would replace the above wording, is:

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

The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from Human Resources, will select the most appropriate recruitment approach for their role(s). This may include, for example, internal advertising, local advertising, external advertising, search and selection or a combination of the above. The default expectation will be for roles to be advertised internally and externally concurrently, however there will be circumstances where approaches such as internal only advertising are preferred. There are also circumstances where temp-to-perm arrangements can be appropriate, particularly in order to reduce agency spend, and the Head of Paid Service must authorise such protocols. In all cases, employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising.

If the committee approve the recommendations, the Recruitment Practice Notes will be altered to reflect the new policy wording.

6. Alternative options considered

The alternative option would be not to agree the revised proposed wording, and the existing policy would continue to apply.

7. Statutory Officers' comments

Finance

This change will have no immediate direct financial implications. However if this results in fewer posts being advertised externally, then annual advertising costs should reduce.

Legal

8. Equality

Equality implications have been considered. This policy change could result in fewer jobs being advertised externally. However, this is considered reasonable in the context of the development and progression of our existing workforce and is an approach that is not uncommon.

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Report for: General Purposes Committee

Item number:

Title: Employee Notice Periods
Report

authorised by: Dan Paul, Chief People Officer

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The Committee is requested to enter into a collective agreement with Trade Unions to change to employee terms and conditions in relation to notice periods in order to ensure that they are appropriate to the level of seniority, enable service continuity and assist in reducing agency staff cover. Trade Unions have agreed to the proposed change.

2. Cabinet Member Introduction

Not required for the General Purposes Committee.

3. Recommendations

3.1 That the Committee approve the following changes via a Collective Agreement:

- a) Notice periods for employees paid up to and including PO4 to have a minimum notice period of 6 weeks.
- b) Notice periods for employees paid PO5 and above to have a minimum notice period of 3 calendar months.
- c) For those on TUPE terms and conditions and not on Council pay scales, those with pay equal to or exceeding SCP 39 will have a notice period of 3 months. Those paid below that figure will have a notice period of 6 weeks.
- d) The above to be applied from 1st January 2024.

That the Committee note:

- e) That managers are authorised to reduce notice periods in individual cases as appropriate, as has always been the case.
- f) That some employees are not included in the change:
 - a. Senior Managers, who are already on 3 calendar months notice.
 - b. Those employed on Teacher term and conditions and other terms and conditions where notice periods are related to school term dates.
 - c. Those employed in Foundation and Voluntary Aided schools, where the Council is not the employer. Separate consultations will take place in those

schools as required. Those employed in Maintained and Voluntary Controlled Schools are included in the decision being taken by the Committee.

- d. There are some employees at PO4 and below who have contracts stating a greater period of notice than 6 weeks. This will not change and these longer notice periods will continue to apply.

4. Reason for decision

- 4.1 To ensure that notice periods are appropriate and strike the appropriate balance in terms of service delivery and employee rights.

5. Background

- 5.1 As is good practice, from time to time employee terms and conditions are considered to ensure that they remain appropriate and support the Council's objectives.
- 5.2 The Equal Pay Collective Agreement of 2008 sets notice periods for all employees up to and including PO8 grade. The notice period in that Agreement is "to the end of the month following that in which notice is given". This results in variable notice periods of between 4 and 8 weeks, depending on when in the month notice is given.
- 5.3 This is confusing and in practice for many years the Council has applied a notice period of 4 weeks. This is not in line with the Agreement it has been agreed with Trade Unions that for our lower graded employees, it would be more appropriate to standardise notice periods at 6 weeks, that being the mid point of the current 4-8 week range.
- 5.4 In any case, for more senior employees, that notice period is too short to allow for appropriate advertising and replacement of employees who are leaving. This is likely to lead to an increased use of agency staff and a lack of continuity of management. It has been agreed with Trade Unions that a notice period of 3 calendar months would be appropriate.
- 5.5 This change would apply to existing and new employees. A contractual change date of 1 January 2024 allows an implementation period for employees who have been successful in gaining other employment and already told their new employer what their notice period is.
- 5.6 As this change affects the whole workforce and is unrelated to any TUPE transfer, the changes will also apply to employees on TUPE terms and conditions.

6. Alternative options considered

- 6.1 The alternative would be to make no change, which has been discounted as the benefits would not be realised.

7. Contribution to strategic outcomes

- 7.1 A change to notice periods would benefit the Council's strategic outcomes in the ways set out above, specifically in the potential to reduce agency staffing and in the continuity of management and service delivery.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Head of Legal and Governance, Equalities)

8.1 Head of Legal & Governance Comments

8.2 Chief Finance Officer Comments

There are no direct financial implications arising from this report.

8.3 Equalities Comments

8.3.1 The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:

8.3.2 Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.

8.3.3 Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;

8.3.4 Foster good relations between people who share a relevant protected characteristic and people who do not share it;

8.3.5 A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.3.6 The change to notice periods for employees will have a neutral impact.

9 Use of Appendices

None

10 Local Government (Access to Information) Act 1985

Not Applicable

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Pay Policy Statement

2024/25

Published
April 2024

1. Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however, it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement has been approved by Full Council in accordance with the legislation, and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4. This statement does not apply to Council employees based in schools.
- 1.5. The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 (“the Code”), published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.
- 1.6. Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid £50,000 or more per year that fall within the scope of the Accounts and Audit Regulations 2015 is published on the Council’s website.

2 Governance arrangements for pay and conditions of service within Haringey

- 2.1. The General Purposes Committee as referred to in the Council’s constitution Part three, section B under its Terms of Reference has responsibility for the terms and conditions of service for all staff. The General Purposes Committee is a Committee of Full Council.
- 2.2. The General Purposes Committee is accountable for the remuneration of Directors, Assistant Directors and specified statutory officers as detailed in the Council’s Constitution and pay in general and will ensure that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation. Job titles may vary. This Committee will remit the Pay Policy Statement for approval by Full Council.

3 Remuneration arrangements of the Chief Executive, Directors, Assistant Directors and Heads of Service/Senior Professional III graded employees

- 3.1. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff. Changes to pay bands for the Chief Executive, Directors, Assistant Directors and Heads of Service/Senior Professional III graded employees are approved by the General

Purposes Committee, other than for annual nationally and/or regionally agreed increases. The pay bands are at Appendix A.

- 3.2 Where it is proposed to appoint to a Director or Assistant Director post or other statutory officer post that comes within the remit of the Committee in the Constitution, the Appointments Panel must consider and approve the proposed salary.
- 3.3 The salary applicable to Director and Assistant Director graded posts is published on the Council website.
- 3.4 Pay scales are increased in line with national and regional pay agreements. Progression through the applicable pay band will be contribution led based on individual, team and/or organisation performance. It will not be automatic, and the process will be overseen by the Chief Executive.
- 3.5 The Council may in exceptional circumstances, engage employees under contracts for services. The Council publishes in accordance with the Code details of all payments made under contracts for services in excess of £500 on the Council website.

4 Remuneration of other employees

- 4.1 Pay scales are increased in line with national and regional pay agreements.
- 4.2 For a majority of its employees who are not covered by local arrangements, the Council supports the NJC and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine (the exceptions to this are a small number of staff who are subject to the Soulbury, Teachers, Craft (Red Book) and NHS terms and conditions.)
- 4.3 The Council considers it important to be able to locally determine pay rates for some staff where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff.
- 4.4 The Council employs a small number of employees who are Educational Psychologists and Education Advisers/Inspectors and uses the pay scales recommended by the Soulbury Committee for these employees.
- 4.5 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.
- 4.6 As a result of a TUPE transfer, the Council employs a small number of employees on JNC Craftworkers (Red Book) terms and conditions and uses the Red Book pay scales for these employees. A productivity payment scheme is part of the TUPE terms and conditions for these employees.

- 4.7 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.
- 4.8 Employees subject to NJC conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.
- 4.9 Employees subject to NHS conditions are able to progress through the steps in their pay band subject to the principles set out in the Framework Agreement on the reform of Agenda for Change.
- 4.10 Employees subject to TPAC and Soulbury conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1st of September each year until they reach the top of their grade.

5 Remuneration of the lowest-paid employees

- 5.1 The Council approved with effect from May 2011 that in future the pay of Council employees at the lower ends of the pay spine receive a level of pay in line with the London Living Wage rate as determined from time to time by the Greater London Authority. This will be by way of an hourly pay supplement as appropriate to ensure that the London Living Wage rate is achieved.
- 5.2 In November 2018 the Council became an accredited Living Wage Employer.

6 Job Evaluation

- 6.1 The pay grades and therefore remuneration levels of employees (except for centrally employed Teachers who are subject to the Teachers Pay and Conditions documents) are determined by the use of a job evaluation scheme. Job Evaluation is a systematic process used to determine the relative worth of jobs within the organisation. It creates a rank order from the smallest to the largest job and ensures that consistent decisions in grades and rates of pay are made.
- 6.2 The table at Appendix B outlines the job evaluation schemes used for each group of employees.

7 Pay Multiple

- 7.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.
- 7.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (i.e. all taxable earnings for including base salary, variable pay, bonuses, allowances and the cash value of

any benefits in kind). The calculation of earnings excludes the cash value of pension provision.

- 7.3 The Council defines its lowest paid employees as those paid on the lowest pay spine point of 2 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay spine point in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added when necessary to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.13.

Description	2023/24
Highest Paid	£224,813
Median	£37,038
Lowest	£22,431
Highest to median ratio	6.1
Highest to Lowest ratio	10.0

*The salary for the highest paid employee (Chief Executive) includes an allowance paid for Returning Officer duties as outlined in paragraph 10.2

8 Pay on Appointment

- 8.1 All employees are normally appointed on the lower half of the pay range appropriate for their grade.
- 8.2 The Council delegates authority to the Chief Executive and Directors as appropriate to appoint staff above this part of the pay range.

9 Market Allowance Payments

- 9.1 The Council acknowledges that our workforce is our most valuable asset when it comes to enabling and delivering services for those who live, work, study or visit the borough. Due to external market factors, allowances may need to be paid to some posts in order to attract and retain staff of the appropriate calibre.
- 9.2 Market allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.
- 9.3 A market allowance is deemed suitable where there is evidence of one or more of the following:
- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
 - Pay benchmarking exercises show that similar local authorities offer market allowances or a higher salary for the same work.
 - A national / local skills shortage where the Council is competing with a number of other employers for applicants.
 - The post is highly specialised with a limited number of potential applicants.

- 9.4 If the post does not meet the suitability criteria the payment of a market allowance is unjustified and may be in breach of equal pay legislation contained in the Equality Act 2010.

10 Fees for Election Duties

- 10.1 Council staff may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.
- 10.2 Fees paid for Returning Officer duties (and those of the Deputy Returning Officers) are paid in accordance with the appropriate Fees and Charges Order and are paid by the body responsible for the conduct of the election.

11 Pension

- 11.1 There are three pension schemes covering the Council's employees.
- 11.2 A majority of its employees are entitled to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published on the Council's website.
- 11.3 Centrally employed Teachers are entitled to join the Teachers' Pension Scheme and receive benefits in accordance with the provisions of that Scheme.
- 11.4 Public Health employees who transferred from the NHS and are members of the NHS Pension Scheme continue to receive benefits in accordance with the provisions of that Scheme.

12 Other Terms and Conditions of Employment

- 12.1 The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.
- 12.2 The Council and trades union agreement, Equal Pay Review 2008, outlined the working arrangements and the payments to be made to the majority of employees below senior manager level. This included arrangements for working outside normal working hours including overtime and call out payments.

13 Payments on Termination of Employment

- 13.1 In the event that the Council terminates the employment of an employee on the grounds of redundancy they will receive compensation and benefits in accordance with the Council's Redundancy scheme, which is published on the Council's website. Variations to this are employees who have TUPE transferred into the Council with different contractual entitlements.
- 13.2 Severance payments of £100,000 or more must be considered and approved by the Disciplinary and Dismissal Panel.

13.3 The Council has agreed a process for the approval of special severance payments in line with the statutory guidance from the Government.

13.4 Details of redundancy compensation payments paid to senior management are published on the Council's website.

14 Re-employment of Employees

14.1 Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

14.2 Should a successful candidate be in receipt of a redundancy payment the Council will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) regarding the recovery of redundancy payments. The rules of the Local Government Pension Scheme also have provisions to reduce pension payments in certain circumstances to those who return to work within local government service.

15 Further Information

For further information on the Council's Pay Policy please contact the Council's Head of Employee Relations, Business Partnering and Reward

Chief Executive Pay Band effective 1st April 2022

Level	Category	Step	Point 1 (Minimum Pay Band)	Point 2	Point 3	Point 4	Point 5	Point 6 (Maximum Pay Band)
A	Chief Executive	HA2	£190,310	£195,284	£200,258	£205,232	£210,203	£215,177

Senior Leadership Bands effective 1 April 2023

Level	Category	Step	Point 1 (Minimum Pay Band)	Point 2	Point 3	Point 4	Point 5	Point 6 (Maximum Pay Band)
B	Directors / Assistant Directors	HB3	£155,790	£160,833	£165,774	£170,817	£175,752	£180,795
		HB2	£127,218	£131,313	£135,414	£139,509	£143,607	£147,702
		HB1	£109,464	£112,929	£116,502	£119,967	£123,543	£127,008
C	Heads of Service / Senior Professional III	HC3	£93,075	£96,228	£99,378	£102,636	£105,789	£108,939
		HC2	£79,734	£82,362	£84,987	£87,717	£90,345	£92,970
		HC1	£69,123	£71,226	£73,326	£75,426	£77,529	£79,629

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
National Joint Council (NJC) for Local Government Services - Green Book (the majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	With effect from 1 April 2022 a consolidated increase on all full-time spinal points of £2,229.00. This amount was awarded pro-rata for employees working less than full time.	1 April 2023 (To be agreed)
Chief Executive, Chief Officers & Senior Managers	The Local Government Employers' (LGE) Senior Manager Evaluation Scheme	With effect from 1 April 2023: A consolidated increase on all full-time spinal points of 3.5%. This amount was awarded pro-rata for employees working less than full time. Note: The Chief Executive award is yet to be agreed for April 2023 as this is a separate bargaining group that has not accepted the Employers offer for 2023/24.	1 April 2024
Teachers Pay & Conditions - TPAC (centrally employed Teachers)	Teachers Pay and conditions documents	With effect from 1 st September 2023: The government accepted to fully implement the recommendations contained in the School Teachers' Review Body's (STRB) Report. a) 6.5% uplift to all pay points and allowances for both teachers and leaders, apart from; b) High uplift for M1 of 7.1% for England and 6.8% for the Fringe	1 September 2024
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	With effect from September 2021: a) An increase of 1.75% on all pay points on the Educational Improvement Professionals' pay spine, Young People's/Community Service Managers' pay spine and Educational Psychologists' pay spines. b) An increase of 1.75% on all London and Fringe area allowances.	1 September 2022 (To be agreed) 1 September 2023 (To be agreed)

Public Health (ex-NHS staff)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or LGE scheme for those whose roles have been reviewed since the transfer date to the Council)	With effect from 1 April 2023: A consolidated 5% increase in basic pay for all pay points, with lowest paid staff seeing pay brought up to the top of band 2 (a 10.4% pay increase)	1 April 2024
Craft workers	Joint Negotiating Committee (JNC)	With effect from 1 April 2022, £1,925.00 on basic salary and 4.04% on allowances.	1 April 2023 (To be agreed)

Report for: Staffing & Remuneration Committee

Item number:

Title: People Report – October 2023, June 2023 data

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Tanya Patchett, Head of Employee Relations, Business Partners and Reward

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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

6.1. People Report Headlines

- 6.1.1 The council's established workforce has slightly increased by 0.5% going from 3327 in March to 3343 in June which is an increase of 16 headcount. The FTE has also proportionately increased by 0.5% (3054.9 to 3070.4).
- 6.1.2 Whilst agency worker headcount has increased (660 to 666), the FTE has decreased (557.3 to 436.2). There has been a reduction in agency cost in the period March to June 2023 with the monthly cost in June at £2,839,634 compared to £3,345,093 in March. The differences are due to a combination of factors:
- i) Pay arrears were paid in March 2023 from the 2022/23 national pay award, inflating the costs for that month on a one-off basis. The June 2023 cost returns to the medium term average.
 - ii) There were a significant number of bank holidays as well as the Easter holiday period in the April-June period. This has the effect of reducing agency FTE, but not headcount. Bank Holidays do not reduce agency costs as agency workers are entitled to the same paid holidays as employees under the Agency Worker Regulations.
- 6.1.3 The Council is focussing on agency cost reduction and all Directorates have been tasked with presenting robust action plans to achieve this. It is acknowledged that some agency workers are likely to always be required as there will be a requirement to use this type of workforce in the event of roles which are subject to market pressures (legal/ technology/ social workers) and to help fill short term or stop gap situations where the Council needs to address an imbalance in the workforce, workload or whilst permanent recruitment is undertaken, in order to continue delivering key services to our residents. The Council will continue to monitor this.
- 6.1.4 During the last rolling year period of 1st July 2022 to 30th June 2023, 49% of new starters were under 40 years old, whereas 41% of leavers were under 40.
- 6.1.5 There has been a reduction in all aspects of the reported areas of sickness, long term sickness rates have dropped from 8.2 to 7.8, short term sickness rates have reduced from 3.4 to 2.6 between March and June 2023. The overall cost of sickness has increased from £3,890,000 to £4,020,000. The increased cost of sickness is due to the implementation of national pay awards.
- 6.1.6 The number of apprentices continues to increase which is reflective of the organisational commitment to increase the apprenticeship opportunities. It should be noted that this figure includes both new employees taken on as apprentices, and existing employees who are undertaking apprenticeship qualifications funded by the apprentice levy.

7. Contribution to strategic outcomes

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

The production of this report will complement the reports produced by Finance to give officers and members a set of management controls that will help track the reduction in the workforce, both on and off payroll; and the associated spend across the Council.

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers, and performance management exercises.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Head of Legal and Governance, Equalities

8.1 Chief Finance Officer

There are no direct financial implications arising from this report. The increase in the Council's establishment and pay bill following the recent insourcing of Homes for Haringey has gone hand in hand with a corresponding transfer of staffing budgets from the ALMO.

8.2 Head of Legal and Governance

This report is for information only.

9. Use of Appendices

Appendix A - People Report (March 2023)

10. Local Government (Access to Information) Act 1985

Not applicable.

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People Report

June 2023

Appendix A

Measure	Data Period	Reporting Period					% Change
		Sep 2022	Dec 2022	Mar 2023	Jun 2023	Status	
Established Workforce							Mar 2023 to Jun 2023
Headcount	M	3249	3281	3327	3343	↑	0.5
FTE	M	2972.0	3009.4	3054.9	3070.4	↑	0.5
Cost base pay - monthly (£000)	M	£9,313,978	£10,012,889	£10,258,529	£10,435,780	↑	1.7
Cost base pay - annualised (£000)	M	£111,767,736	£120,154,668	£123,102,342	£125,229,363	↑	1.7
Average cost per FTE (£000)	M	£37,606.9	£39,926.5	£40,296.7	£40,785.7	↑	
Off Payroll Workforce - Agency (from June 2023 excludes £500+)							
Headcount	M	699	673	660	666	↑	0.9
FTE	M	543.2	540.0	557.3	436.2	↓	-21.7
Cost - monthly (£000)	M	£2,726,381	£2,800,551	£3,345,093	£2,839,634	↓	-15.1
Cost - annualised (£000)	M	£32,716,576	£33,606,612	£40,141,116	£34,075,608	↓	-15.1
% Agency of total workforce	M	16.8	16.1	16.9	13.6	↓	
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	76	54	78	78		
FTE	M	57.7	38.5	64.1	48.1		
Cost - monthly (£000)	M	£742	£487	£814	£760		
Cost - annualised (£000)	M	£8,909	£5,844	£9,767	£9,122		
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	4024	4008	4065	4087	↑	0.5
FTE	M	3572.9	3587.9	3676.3	3554.8	↓	-3.3
Cost - monthly (£000)	M	£12,041,102	£12,813,927	£14,417,552	£14,035,542	↓	
Cost - annualised (£000)	M	£144,493,221	£153,767,124	£173,010,618	£168,426,508	↓	
Leavers							
Headcount	RY	396	396	328	386	↑	
FTE	RY	358.2	358.2	294.6	347.2	↑	
% Resignation/ Retirement	RY	82	82	84	85	→	
% TUPE	RY	0	0	0	0	↓	
% Redundancy	RY	4	4	4	2	↓	
% Other	RY	13	13	13	13	↑	
No. Leavers Aged <40	RY	177	177	144	160	↑	
Starters							
Headcount	RY	506	480	433	484	↑	
FTE	RY	473.5	453.2	403.3	455.4	↑	
% Permanent appointments	RY	62	68	72	71	↓	
% Fixed term appointments	RY	27	29	27	29	↑	
% Temporary appointments	RY	0	0	1	0	→	
No. New Starters Aged <40	RY	275	246	215	238	↑	

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

People Report

June 2023

Appendix A



Measure	Data Period	Reporting Period				% Change
		Sep 2022	Dec 2022	Mar 2023	Jun 2023	
Sickness Absence						
Sickness rate (average days)	RY	10.0	10.4	11.6	10.4	↓
Long term sickness rate (20+ days)	RY	7.0	7.1	8.2	7.8	↓
Short term sickness rate (<20 days)	RY	3.0	3.3	3.4	2.6	↓
Sickness cost (£000)	RY	£3,227	£3,624	£3,890	£4,020	↑
Apprentices						
Adults, Health & Communities	M	20	23	25	26	↑
Children's Services	M	8	15	13	14	↑
Culture, Strategy & Engagement	M	23	28	32	36	↑
Director of Finance	M	15	15	16	15	↓
Environment & Resident Experience	M	12	16	17	18	↑
Placemaking & Housing	M	15	22	28	35	↑
Legal and Governance	M	0	0	0	0	→
No. Apprentices	M	93	119	131	144	↑

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)