

NOTICE OF MEETING

GENERAL PURPOSES COMMITTEE

Thursday, 22nd January, 2026, 7.00 pm - George Meehan House,
294 High Road, N22 8JZ (watch the [live meeting](#) or watch the
recording [here](#))

Councillors: Cressida Johnson (Chair), Carroll (Vice-Chair), Dawn Barnes, Paton
and Ibrahim Ali

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

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.

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/QUESTIONS

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

6. MINUTES (PAGES 1 - 4)

To agree the minutes of the previous meeting held on 9 October 2025 as a correct record.

7. PEOPLE REPORT (PAGES 5 - 10)

Report of the Chief People Officer.

8. HR POLICIES (PAGES 11 - 50)

Report of the Chief People Officer.

9. NEW ITEMS OF URGENT BUSINESS

To note any urgent business (if any).

10. DATE OF THE NEXT MEETING

The next meeting is currently scheduled for 5 March 2026.

Richard Plummer, Committees Manager
Tel – 020 8489 4319
Email: richard.plummer@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 14 January 2026

MINUTES OF THE MEETING General Purposes Committee HELD ON Thursday, 9th October, 2025, 7.00 - 7.26 pm

PRESENT:

Councillors: Cressida Johnson (Chair), Carroll (Vice-Chair), Dawn Barnes and Ibrahim Ali

ALSO ATTENDING:

Dan Paul - Chief People Officer, Tanya Patchett - Head of Employee Relations, BP & Reward, Chris Liasi – Principle Committee Co-ordinator, Jahed Rahman - Director of Housing, Ellen Matheson-Harley - Principal Lawyer.

46. FILMING AT MEETINGS

The Chair referred to the filming at meetings notice, and attendees noted this information.

RESOLVED:

That the filming procedure was noted.

47. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Paton and Haydee Nunes De Souza.

48. URGENT BUSINESS

There was none.

49. DECLARATIONS OF INTEREST

There were none.

50. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

51. MINUTES

The minutes of the previous meeting, 1 July 2025, were discussed.

RESOLVED:

The minutes of the previous meeting, 1 July 2025, were agreed as a true and accurate record of proceedings.

52. PEOPLE REPORT

The Chief People Officer introduced the report.

The People Report showed a slight increase in permanent staff and a significant drop in agency and off-payroll workers, leading to reduced staffing costs. Sickness absence improved, with fewer days lost and lower related expenses. Apprenticeship levels stayed stable, with growth in Adults, Housing and Health due to restructuring. Overall, the Council made progress in workforce stability, cost efficiency, and employee retention.

RESOLVED:

That the Committee:

1. Noted the report.

53. HR POLICIES

The Head of Employment Relations introduced the report.

HR updated several policies to improve clarity, legal compliance, and consistency. Key changes included revisions to the Code of Conduct, Conflict of Interest, and Menopause at Work policies. Updates addressed conduct expectations, working abroad, reporting concerns, and support for menopause-related issues. Additional policies were planned for review by April 2026.

RESOLVED:

That the Committee:

- i) The Committee considered and approved the changes to the Code of Conduct Policy, Conflict of Interest Policy and the Menopause at Work Policy and Guidance.
- ii) The Committee approved the change to the organisational change policy as detailed at section 6.6.
- iii) The Committee approved the change to the disciplinary policy as detailed at section 6.7.
- iv) Noted the remaining HR policies to be presented to this Committee throughout the rest of this municipal year ending April 2026.

54. MINUTES OF OTHER BODIES

RESOLVED:

The meeting of the Appointments Panel held on 22 July 2025 was noted.

55. NEW ITEMS OF URGENT BUSINESS

There were none.

56. EXCLUSION OF PRESS AND PUBLIC

That the press and public be excluded from the remainder of the meeting as item 12 contains exempt information as defined under paragraph 1, Part 1, Schedule 12A of the Local Government Act 1972: Information relating to an individual.

57. HOUSING REPAIRS DISPUTE - COLLECTIVE AGREEMENT

The Committee considered the exempt information.

RESOLVED:

The Committee approved the exempt recommendations.

58. EXEMPT MINUTES OF OTHER BODIES

The exempt minutes of other bodies were discussed.

RESOLVED:

The exempt minutes of other bodies were noted

59. DATE OF NEXT MEETING

The date of the next meeting was noted as 22nd January 2026.

CHAIR: Councillor Cressida Johnson

Signed by Chair

Date

This page is intentionally left blank

Report for: General Purposes Committee - 22 January 2026

Item number: 7

Title: People Report - September 2025

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:** Non-key

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 During this reporting quarter, the Council's established workforce has increased slightly by 0.5% compared to June 2025. The Council's pay bill rose by 3.7%, which is mainly due to the implementation of the NJC pay award in August 2025 (backdated to 1st April 2025) and the rise in headcount.
- 6.1.2 Agency worker (excludes day rate of £500+) headcount decreased further by 9.8% and costs reduced by 23.2%. This continued downward trend reflects the Council's strategic commitment to reducing reliance on agency staff, strengthening workforce stability and achieving cost efficiencies. While the Council will seek to limit agency engagements wherever possible, it acknowledges their essential role in covering short-term staffing gaps and meeting immediate service demands. During June and September 2025, approximately 13 agency workers successfully transitioned through the accelerated recruitment process and are now employed directly by the Council.
- 6.1.3 As of September 2025, the Council's use of Consultants and Interims decreased from 56 to 53, resulting in a 16% reduction in costs.
- 6.1.4 During the last rolling year period 52% of new starters were aged under 40 years old, an increase of 2% since the previous rolling year. However, 35% of leavers were also from this age group, an increase of 3% when compared to the previous rolling year period.
- 6.1.5 Sickness rates have improved across all areas, resulting in an additional 10.3% reduction in sickness-related costs.
- 6.1.6 The Council has had 83 employees starting new apprenticeships and 8 apprentices have completed their programmes throughout June to September 2025. The most popular apprenticeships standards / frameworks were in Data at Levels 3 and 4 followed by Senior Leader at Level 7.

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), Director of Legal and Governance, Equalities)

8.1 Chief Finance Officer

There are no direct financial implications arising from this report.

8.2 Director of Legal and Governance

This report is for information and for the Committee to note its content. The Director of Legal and Governance has read the report and has no comments to add.

9 Use of Appendices

Appendix A - People Report (September 2025)

10 Local Government (Access to Information) Act 1985

Not applicable.

This page is intentionally left blank

People Report

September 2025

Appendix A



Measure		Reporting Period					% Change
		Dec 2024	Mar 2025	Jun 2025	Sep 2025	Status	Jun 2025 to Sep 2025
Established Workforce							
Headcount	M	3563	3652	3688	3708	↑	0.5
FTE	M	3261.1	3349.0	3386.0	3414.3	↑	0.8
Cost base pay - monthly (£000)	M	£12,205,390	£12,492,767	£12,678,955	£13,145,759	↑	3.7
Cost base pay - annualised (£000)	M	£146,464,677	£149,913,204	£152,147,465	£157,749,110	↑	3.7
Average cost per FTE (£000)	M	£44,912.7	£44,763.6	£44,934.3	£46,202.5	↑	2.8
Off Payroll Workforce - Agency (from June 2023 excludes £500+)							
Headcount	M	469	454	357	322	↓	-9.8
FTE	M	349.7	356.7	276.0	262.3	↓	-5.0
Cost - monthly (£000)	M	£2,270,894	£2,367,154	£1,891,982	£1,452,933	↓	-23.2
Cost - annualised (£000)	M	£27,250,723	£28,405,848	£22,703,784	£17,435,191	↓	-23.2
% Agency of total workforce	M	10.8	10.8	8.6	8.3	↓	-4.1
Off Payroll Workforce - Interims & Consultants (£500+)							
Headcount	M	63	60	56	53	↓	-5.4
FTE	M	47.0	49.8	43.4	45.3	↑	4.3
Cost - monthly (£000)	M	£730	£792	£689	£579	↓	-16.0
Cost - annualised (£000)	M	£8,765,844	£9,504,696	£8,269,188	£6,942,811	↓	-16.0
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	4095	4166	4101	4083	↓	-0.4
FTE	M	3657.8	3755.5	3705.4	3721.9	↑	0.4
Cost - monthly (£000)	M	£15,206,770	£15,651,979	£15,260,036	£15,177,259	↓	-0.5
Cost - annualised (£000)	M	£182,481,244	£187,823,748	£183,120,437	£182,127,112	↓	-0.5
Leavers							
Headcount	RY	412	377	390	377	↓	
FTE	RY	374.0	348.5	354.3	338.3	↓	
% Resignation/ Retirement	RY	78	79	75	76	↑	
% TUPE	RY	0	0	0	0	→	
% Redundancy	RY	8	9	9	7	↓	
% Other	RY	13	12	15	17	↑	
No. Leavers Aged <40	RY	147	147	124	133	↑	
Starters							
Headcount	RY	627	646	600	604	↑	
FTE	RY	602.1	613.2	572.8	571.5	↓	
% Permanent appointments	RY	63	66	68	70	↑	
% Fixed term appointments	RY	36	35	32	30	↓	
% Temporary appointments	RY	0	0	0	0	→	
No. New Starters Aged <40	RY	338	354	298	314	↑	

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
September 2025
Appendix A



Measure	Data Period	Reporting Period	% Change
---------	-------------	------------------	----------

Sickness Absence

		Dec 2024	Mar 2025	Jun 2025	Sep 2025	Status
Sickness rate (average days)	RY	10.2	10.6	9.9	8.8	↓
Long term sickness rate (20+ days)	RY	8.3	8.0	7.6	6.4	↓
Short term sickness rate (<20 days)	RY	1.9	2.6	2.4	2.4	→
Sickness cost (£000)	RY	£4,971	£5,197	£4,835	£4,337	↓

Apprentices

Adults, Housing & Health	M	24	23	57	47	↓
Children's Services	M	21	27	23	32	↑
Culture, Strategy & Communities	M	14	15	14	24	↑
Finance & Resources	M	15	10	13	33	↑
Environment & Resident Experience	M	20	19	19	27	↑
No. Apprentices	M	94	94	126	163	↑

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Report for: General Purposes Committee – 22 January 2026

Item number: 8

Title: HR Policies

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: Non-key

1 Describe the issue under consideration

The report sets out the changes to the Job Evaluation Policy, Induction Policy to ensure that they are in line with ACAS best practice, any legal/ statutory requirements and the Council's local requirements.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

- (i) That the Committee consider and approve the changes to the Job Evaluation Policy and Induction Policy.
- (ii) That the Committee approves the changes to the Recruitment Policy as outlined at section 6.5 of this report.
- (iii) That the Committee approves and remits the Pay Policy Statement 2026/27 for endorsement by Full Council on 2nd March 2026.

4 Reason for Decision

Policies are reviewed on a cyclical basis to ensure compliance with legislation and best practice, the review of policies enables the organisation to ensure effective management of people through these policies. It is necessary to change policies to meet legislative changes but also to ensure they are fit for purpose for the organisation.

5 Alternative Options Considered

Not applicable

6 Background information

- 6.1 Human Resources has consulted/ engaged with Trade Unions, Staff Networks and other stakeholders via our policy collaboration process to ensure the Council has fit for purpose and legally compliant policies.
- 6.2 All policies being presented have been updated as follows:
 - 6.2.1 They have been revised to make them clearer and more concise with the aim of making them easier to understand for both managers and employees.
 - 6.2.2 The policies have been drafted with ACAS best practice (with reference to Brightmine, formerly known as XpertHR), any legal/ statutory requirements and the Council's local requirements.
 - 6.2.3 The merging of purpose and scope under the heading "Introduction" in line with other policies.
 - 6.2.4 The principles section has been updated in line with other Council policies.
 - 6.2.5 References to practice notes have been removed and relevant content has been incorporated into the policy where appropriate.
- 6.3 In addition, Job Evaluation Policy has been updated as follows:
 - 6.3.1 The criteria for conducting a job evaluation have been clearly defined, see section 3. The purpose of this is to ensure transparency and consistency in determining when a job evaluation should take place.
 - 6.3.2 The turnaround timescale has changed from 10 working days to 15 working days following agreement with Trade Unions.
 - 6.3.3 Additional wording has been added regarding the regrading of a job to a higher grade, see section 4.5.
- 6.4 The Induction Policy has also been updated as follows:
 - 6.4.1 An additional section has been introduced to outline the legal framework to help new employees understand key legislation which governs their employment and reinforces the Council's commitment to providing a safe, fair and legally compliant workplace.
 - 6.4.2 New section on non-compliance with induction requirements has been added at section 6. The purpose of this is to clarify expectations for employees and managers regarding mandatory induction activities and outline the actions or consequences that will be taken if these are not met.
 - 6.4.3 Appendix A outlines the responsibilities of managers and employees during the induction process to ensure accountability and consistency in how induction is delivered.
- 6.5 The Recruitment Policy has been updated to include an option to allow the option of converting fixed term employees to permanent employees where appropriate, and to change the delegation from the Head of Paid Service to the Chief People Officer to authorise protocols to convert agency workers to permanent employees where appropriate, in order to continue the success the Council has had in reducing agency worker numbers.

- 6.6 The Pay Policy has been updated with new pay ratios and wording in relation to pay on appointment has been clarified in line with changes made to the Job Evaluation Policy.

7 Contribution to strategic outcomes

- 7.1 The review and amendments to policies are done in order to ensure we are operating within best practice for Human Resources and in supporting the organisation to achieve its' objectives. Policies under review are also done so in order to maximise the efficiency of workforce management.

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

8.1 Chief Finance Officer

There are no direct financial implications arising from this report.

8.2 Director of Legal and Governance

The Director of Legal and Governance has read and contributed to the report and proposed revisions to the appended policies.

9 Use of Appendices

Appendix A - Job Evaluation Policy
Appendix B - Induction Policy
Appendix C - Recruitment Policy
Appendix D - Pay Policy Statement 2026/27

10 Local Government (Access to Information) Act 1985

Not applicable.

This page is intentionally left blank

Job Evaluation Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Criteria	3
4	Process.....	4
5	Trade Unions	6
6	Further References	6
	Document Control	6

Job Evaluation Policy

1 Introduction

- 1.1 The purpose of this policy is to ensure a fair, consistent and transparent approach to evaluating jobs within the Council. Job evaluation offers a structured approach to assessing the relative value of roles, ensuring fair pay frameworks and compliance with equal pay across the Council.
- 1.2 Jobs for National Joint Council (NJC) Officers (scales 1 to PO8) are evaluated using the Greater London Provincial Council (GLPC) scheme, while Senior Manager roles (grades HC1 to HA2) are assessed under the Local Government Association (LGA) scheme. All evaluations are undertaken by trained evaluators.
- 1.3 This policy applies to all permanent, fixed term and temporary employees of the Council. It does not apply to any agency workers, contractors or consultants working for the Council.
- 1.4 Teachers are subject to local arrangements and employees covered by Soulbury terms and conditions are evaluated using the Soulbury Committee Job Evaluation Scheme.
- 1.5 This policy does not replace the Equal Pay and Conditions Agreement reached with Trade Unions in September 2008. In the event of any conflict between the two documents, the Equal Pay and Conditions Agreement shall take precedence.

2 Principles

- 2.1 The following ensure integrity, fairness and compliance:
 - Jobs of equal value will receive equal pay, in accordance with the Equality Act 2010.
 - Job evaluations are based on the responsibilities of the role, not on the individual or their performance.
 - All stakeholders will receive clear communication regarding the process and the evaluation outcome.
 - Evaluations will be conducted using the Council's recognised job evaluation schemes as outlined in section 1.2.
 - The Council is responsible for ensuring that all evaluators are fully trained in the recognised job evaluation schemes.

3 Criteria

- 3.1 Job evaluations will be carried out in the following situations:
 - New jobs prior to recruitment
 - Significant and permanent changes to the main responsibilities of an existing job.
 - Organisational restructures affecting job content
 - Equal pay concerns as identified by Human Resources or management.

- A recommendation is made in respect of reviewing a job role as part of a grievance process.

3.2 Minor changes to a job description do not justify a job evaluation. Whilst minor changes to a job description would not justify a re-evaluation of a post, the revised job description must be sent to the Reward team to review the changes, confirm it is agreed they are minor and save the copy of the new job description centrally.

4 Process

4.1 Drafting Job Descriptions

- Managers are responsible for the drafting of job descriptions. Detailed guidance can be found on the [intranet](#).
- Ensure they are written accurately and concisely reflecting the main responsibilities and business requirements.
- The job evaluation process must not be used to inflate job role content with the specific intention of reaching a higher grade/ salary. A job role must represent the work being carried out by the employee. In the event the manager is concerned about the salary associated with the evaluated grade due to market forces, they must contact the HR team who will advise on the appropriate mechanism for review.

4.2 Consultation (applicable to existing jobs)

- Managers must discuss proposed changes with the employee (postholder) prior to submission for evaluation unless the changes are as a result of a planned restructure. In such cases, job descriptions are submitted for evaluation first.
- Where a restructure is planned, the Strategic HR & OD Business Partner must be engaged and the appropriate consultation process with employees to be followed. Further information can be found in the [Organisational Change Policy](#).

4.3 Requesting a Job Evaluation

- Once the job description has been finalised, managers must request an evaluation via [HALO](#) and submit the following:
 1. The completed job description (including includes track changes for existing jobs)
 2. An organisational structure chart, this can be included within the job description or attached separately. This must not contain employee names.
- Employees (postholders) are not permitted to submit their own job descriptions for evaluation. They should first discuss any changes or concerns with their manager.
- The DBS assessment will be completed by the Onboarding and Compliance team.

4.4 Turnaround Time

- Job evaluations are completed within 15 working days of submitting the request.
- The turnaround time may vary depending on volume or complexity of the request/s.

4.5 Outcome

- Evaluations outcomes will be sent to managers.
- If an existing job is regraded to a higher grade, the employee (postholder) will be placed at the minimum spinal point of the new grade, unless there are exceptional circumstances, in which case the Head of Paid Service delegates authority to the Corporate Director. When an employee is regraded to a higher grade, they should receive an appropriate pay increase. If there is an overlap between the current and new grade, the employee should be placed on the next spinal column point that exceeds their existing salary.
- Where an existing job is evaluated at a lower grade, pay protection for a period of 18 months would apply. In such cases, the employee (postholder) will be placed at the highest spinal point of the new grade, with pay protection limited to one grade above the new grade. Further information on pay protection can be found in the [Organisational Change Policy](#).

4.6 Appeals

- Employees may appeal the first time around evaluation of their post under the new GLPC scheme or if the grade decreases.
- For all other subsequent evaluation, if the grade remains the same or increases, employees may request a review by a different trained evaluator.
- The GLPC job evaluation questionnaire (or a similar version) should be used for reviews or appeals.
- Appeals or reviews must be submitted within **10 working days** of receiving the grade notification and must be sent to reward@haringey.gov.uk.
- Multiple employees in the same role may submit a class action appeal.
- An appeal panel must consist of one experienced HR trained evaluator, one Senior Manager independent of the service and two union-side trained job evaluators independent of the case.
- The Appeal Process is as follows:
 - Appeals are usually heard within two months, subject to resource availability.
 - Both the manager and employee(s) may present information about the job (up to 3 employees for class appeals).
 - The panel may re-evaluate all aspects of the job, not just disputed points.
 - A majority of **3 panel members** is required to change the grade; if tied, the original evaluation stands.

5 Trade Unions

- 5.1 The Council acknowledges the key role of Trade Unions in the job evaluation process, ensuring transparency and providing support to postholders where applicable. Further information on Trade Union support can be found [here](#).

6 Further References

[Organisational Change Policy](#)

Document Control

Key Information	
Title	Job Evaluation Policy
Document Type	Policy
Document Status	Draft

Author	Employment Practice Manager
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V 1	December 2025	New policy, using agreed process for policy revision.	YN

This page is intentionally left blank

Induction Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Legal Framework	3
4	Induction Process.....	4
5	Equality, Diversity and Inclusion.....	5
6	Non-compliance with Induction Requirements	5
7	Further References	6
	Appendix A - Employee and Manager Responsibilities	6
	Document Control	8

Induction Policy

1 Introduction

- 1.1 The purpose of this policy is to ensure that all new employees joining the Council are welcomed, supported and equipped with the necessary knowledge, tools and resources to perform their roles effectively and confidently.
- 1.2 Through a structured induction, employees gain a clear understanding of their role, the working environment, and the Council's values, policies, and procedures. The aim is to support their smooth integration into the organisation, benefiting both the employee and the Council.
- 1.3 This policy applies to all permanent, fixed term and temporary employees of the Council. Teachers and employees working in schools have their own local management and policies to follow.
- 1.4 Work placements, agency workers and consultants (including those outside of IR35), while not considered employees of the Council, are required to attend Corporate Induction, Corporate Managers Induction (if applicable) and complete any mandatory training that is applicable to their role. These individuals are also expected to familiarise themselves with relevant Council policies and procedures and proactively seek sufficient knowledge about the organisation to enable them to carry out their duties to the required standard. For those outside of IR35, they are required to complete mandatory learning that is applicable to their role.

2 Principles

- 2.1 The Council is committed to:
 - Supporting all employees to understand the Council's priorities and values from the outset.
 - Assisting managers in guiding new employees to understand their roles and responsibilities.
 - Enabling effective management of performance by setting clear expectations with new employees and supporting personal development.
 - Providing relevant induction support to volunteers, agency workers and consultants.
 - Ensuring employees are well-prepared and motivated to contribute effectively from the onset.
 - Managers being given the tools to effectively manage people, resources and finance.
- 2.2 Managers and employees have certain responsibilities that they must adhere to as part of this policy as outlined in appendix A.

3 Legal Framework

- 3.1 This policy aligns with the following legislation:

- 3.1.1 Health and Safety at Work Act 1974
Ensures all employees receive appropriate health and safety training to maintain a safe working environment.
- 3.1.2 Equality Act 2010
Promotes inclusive, fair and non-discriminatory practices for all employees.
- 3.1.3 Data Protection Act 2018
Ensures employees understand their responsibilities in handling personal and sensitive data appropriately.
- 3.1.4 Employment Rights Act 2025
Supports fair treatment and ensures clarity on employment terms and conditions.
- 3.1.5 Management of Health and Safety at Work Regulations 1999
Requires the Council to provide risk specific training to employees.
- 3.1.6 Employment Rights Bill 2024-2025 (further updates pending).

4 Induction Process

- 4.1 The induction process is designed to guide new employees through key stages, from pre-start preparation to ongoing support, ensuring they are fully equipped to understand their role and expectations and to help integrate them into the team. New employees are encouraged to share any reasonable adjustments they require to ensure they can fully participate in the induction process.

4.1.1 Pre-start

Once the candidate has completed pre-employment screening the manager will be contacted by the Onboarding and Compliance team to agree a start date with the new employee. Where possible, Managers should consider agreeing a start date in line with the Corporate Induction schedule. As part of the preparation for a new starter, the manager should seek to ensure any reasonable adjustments are known and in place prior to the new employee's start date. Managers should also ensure a welcome message is sent to new employees and make arrangements for their IT setup, including access to necessary systems and tools, as well as arranging a local induction and booking of probationary review meetings.

4.1.2 Day One

Managers should ensure new employees are introduced to colleagues, given a tour of the workplace and provided with an overview of health and safety procedures. This should include emergency protocols, general safety practices and employee responsibilities to maintain a safe working environment. New employees are expected to complete the [new starter checklist](#) and commence all mandatory training courses, while managers are responsible for signposting mandatory training courses and reviewing progress and confirming that these have been completed.

4.1.3 Corporate Induction

All new employees are expected to attend a Corporate Induction, which provides an overview of the Council's structure, values, key policies and mandatory training requirements. New employees in management roles are also required to attend Corporate Manager's Induction.

4.1.4 Local Induction

Managers are responsible for coordinating a local induction for new employees. This should be tailored to the specific service area, clearly outline role expectations and include introductions with key contacts.

4.1.5 Ongoing Support

Managers should schedule probationary review meetings with all new employees to monitor progress, address any challenges and offer constructive feedback. These meetings aim to support ongoing development and contribute to the successful completion of the probationary period. Further information on Probation can be found [here](#).

5 Equality, Diversity and Inclusion

- 5.1 The Council is committed to creating a welcoming and inclusive environment for all new employees.
- 5.2 In applying this policy, the Council will actively promote equality, eliminate unlawful discrimination and foster positive relationships among employees from diverse backgrounds.
- 5.2 The induction process supports equality, diversity and inclusion (EDI) by:
 - Promoting awareness of the Council's EDI policies and values
 - Providing reasonable adjustments
 - Signposting to staff network groups
 - Ensuring all resources are accessible and inclusive

6 Non-compliance with Induction Requirements

- 6.1 If a new employee does not engage with the induction process, such as failing to complete mandatory training, the manager will address issues immediately in an informal one-to-one discussion to clarify expectations and agree next steps. This will also be noted in the probationary review [form](#).
- 6.2 In the event non-engagement continues or is of a serious nature, the manager will carry out a probation review meeting, recording the issues and agree the next steps with the Employee Relations team. Further information on Probation can be found [here](#).

- 6.3 Failure to comply with this policy may lead to an extension of the probation period or in the event of repeat concerns and/ or additional other concerns; failed probation, resulting in termination of employment.
- 6.4 It is the responsibility of the new employee to familiarise themselves with the Code of Conduct, HR policies, declarations of interest and other policies relevant to their role.
- 6.5 Agency workers and contractors non-compliance in respect of corporate and local induction, mandatory training and adhering to reasonable organisational expectations for contractors, may result in termination of assignment, feedback to the agency or supplier and exclusion from future Council engagements.

7 Further References

[Probation Policy](#)

[Disciplinary Policy](#)

[Code of Conduct Policy](#)

[Conflict of Interest Policy](#)

[Reasonable Adjustments and Access to Work Guidance](#)

[New Starter Checklist](#)

Appendix A - Employee and Manager Responsibilities

Employee Responsibilities	Manager Responsibilities
---------------------------	--------------------------

To read and understand all relevant policies and standards that affect their role.	Complete pre-start tasks such as discuss any reasonable adjustments, send welcome communication and IT setup.
Complete the new starter checklist with manager.	Work through the new starter checklist with the employee.
<p>Complete all mandatory training, including any role-specific modules required for IR35 individuals.</p> <p>People managers to also attend mandatory training for HR Investigations and Health & Safety.</p>	Carry out a local induction for employees, which is service specific, outline employee expectations and arrange introductions with key contacts.
Attend and actively participate in regular one-to-one meetings / My Conversation meetings. Employees must also follow and complete the probation policy where applicable.	Schedule regular one-to-one/ My Conversation meetings to review progress, provide timely feedback and support performance. Ensure the probation policy is followed where applicable.
Take initiative to become a valuable member of the workforce by learning about the Council's structure and how it operates.	Ensure the employee has the necessary equipment to carry out their role. Where relevant, discuss and arrange any reasonable adjustments to support employees.

Document Control

Key Information	
Title	Induction Policy
Document Type	Policy
Document Status	Draft
Author	Employment Practice Manager
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V 1	December 2025	New policy, using agreed process for policy revision.	YN

Recruitment Policy v0.3

March 2021 revised December

2025

Table of Contents

1. Vision	3
2. Aims	3
3. Scope	4
Recruitment Process	4
4. Reviewing the vacancy	4
4.1 Apprenticeships.....	5
4.2 Politically Restricted Posts	5
5. Selection Methods	5
5.1 Interviewing	5
5.2 Tests.....	6
5.3 Assessment Exercises	6
6. Advertising	6
7. Applications	7
8. Shortlisting	7
9. Interview	7
10. Completing Recruitment	8
11. Compliance	8
12. Appointment and On Boarding.....	8
13. Review and Reporting.....	9
14. Responsibilities.....	9
15. Legal Framework and Links to other Policies	9

1. Vision

We are ambitious for Haringey's future and have great aspirations for the people who live, visit and work here as outlined in our [Corporate Delivery Plan 2024-26](#). We recognise that it is people who drive our success and that we cannot achieve our ambitions without talented, passionate, and motivated staff. The aims of our policy and practice are to:

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

2. Aims

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

Collaborative (*teamwork, connected*)

- We support each other
- We work together as one team, one council, one community
- We proactively build relationships and make connections
- We share our experience with others and work together to find solutions

Creative (*radical, solution focused, self-motivated*)

- We are curious and innovative
- We look for different ways to do things
- We embrace change
- We solve problems
- We recognise that ideas can come from anywhere

Community-focused (*listening, inclusive, responsive*)

- We proactively hear the voices of our diverse communities and take action on their views
- We understand that there is strength in diversity
- We resolve matters the first time
- We treat others as they want to be treated
- We understand the impact of our service on our communities

Courageous (*brave, honest, transparent, accountable, responsible*)

- We are open, honest and fair
 - We compare our performance with the best and challenge ourselves to do better
 - We do what we say we will do
 - We understand that taking managed risks is part of delivering great services and learning
 - We speak up if something needs to change and we actively look to eliminate inequality
- Back to top

Caring (*empathy, kind and considerate*)

- We give credit where credit is due
- We take time to think about our impact upon others
- We treat all residents and colleagues with dignity and respect and value everyone's differences, their perspective and contribution
- We actively listen, and we adapt to ensure everyone is included and supported to do their best
- We use language and behaviours that demonstrate care and empathy and are appropriate to the needs of those we work with

3. Scope

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

Recruitment Process

4. Reviewing the vacancy

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

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

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

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

The manager should use this to update the role profile using the standard template for job profiles. If there are substantial changes it will be necessary to get the job grade reviewed. The job specification should focus on the essential requirements for the job which need to be relevant. Irrelevant and unnecessary qualifications and requirements exclude good candidates and work against our aim of encouraging the widest number of talented people to work for the Council.

4.1 Apprenticeships

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

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

4.2 Politically Restricted Posts

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

5. Selection methods

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

5.1 Interviewing

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

5.2 Practical Tests

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

5.3 Assessment Exercises

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

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

6. Advertising

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

The Council recognises that the choice of recruitment approach will vary depending on role and circumstances. Hiring Managers, with advice from the Recruitment Team, 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 conversions of fixed term contracts to permanent contracts, and/or temp-to-perm arrangements may be considered as an appropriate recruitment method, for instance to reduce commercial spend; this must be authorised in advance by the Chief People Officer. In all cases, employees who are seeking redeployment and meet the minimum criteria will be considered first, prior to wider advertising.

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

6.1 Secondments

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

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

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

7. Applications

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

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

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

8. Shortlisting

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

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

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

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

9. Interview

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

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

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

10. Completing recruitment

10.1 Successful Candidate

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

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

10.2 Unsuccessful Candidates

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

11. Compliance

11.1 Pre-employment checks

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

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

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

11.2 Health Checks

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

12. Appointment and On Boarding

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

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

- housekeeping information.
- an induction plan including the Employee Code of Conduct and Health and Safety policies etc.

- access to IT equipment and the council's network.
- ensuring they are set up accurately on payroll.
- making them feel welcome by having regular contact in the time leading up to the start date.
- at the earliest opportunity work with them on a development plan.

13. Review and Reporting

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

14. Responsibilities

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

14.2 Recruiting Managers

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

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

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

14.3 Chief Officers/Heads of Service

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

Legal Framework and Links to other Policies

- Recruitment Policy Practice Notes – Haringey Council 2021
- [Senior Appointment Guidance](#) – Haringey Council 2019
- [ACAS Recruiting Staff Guidance](#)
- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010

- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353)
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)

Document Control

Key Information			
Title		Recruitment Policy	
Document Type		Policy	
Document Status		Final, approved	
Author		Interim Head of Talent & Resourcing, Haringey	
Owner		Corporate Board	
Contact		Head of Employee Relations, Business Partners & Reward	
Date of Publication		30/03/21	
Date of Review		01/04/23	
Revision History			
Version	Date	Summary of Changes	Name
1.0	16/03/21	Approved by S&R Committee	
2.0	3/05/2023	Updated the job title on the contact section	AL



Pay Policy Statement 2026/27

Published
April 2026

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 on 2nd March 2026 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 employees. The General Purposes Committee is a Committee of Full Council.
- 2.2 The General Purposes Committee is accountable for the remuneration of Corporate Directors, 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, Corporate Directors, 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 employees. Changes to pay bands for the Chief Executive, Corporate Directors, 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 can be found at Appendix A.

- 3.2 Where it is proposed to appoint to a Corporate Director or 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 Corporate Director and Director graded posts are published on the Council's 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. The Chief Executive may decide not to authorise pay progression for any senior managers in any given year.
- 3.5 The Council may in exceptional circumstances, engage contractors 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 per day 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 National Joint Council (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 employees who are subject to the Soulbury, Teachers and NHS terms and conditions.
- 4.3 The Council considers it important to be able to locally determine pay rates for some employees 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 employees.
- 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 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.

- 4.7 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.
- 4.8 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 STPAC 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/ range.
- 4.10 The Council also operates other terms and conditions, as required by law, for employees who have transferred in under TUPE legislation.

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 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 at section 5.1.

Description	2025/26
Highest Paid	£235,584
Median	£42,060
Lowest	£25,998
Highest to median ratio	5.6
Highest to Lowest ratio	9.1

*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 appointed on the minimum spinal point of the pay range appropriate for their grade, unless there are exceptional circumstances, in which case the Head of Paid Service delegates authority to the Corporate Director.
- 8.2 The Council delegates authority as appropriate to appoint employees above the minimum spinal point as follows:
- Roles up to and including PO8 require authorisation from a Head of Service.
 - Senior manager roles require authorisation from a Corporate Director or the Chief Executive.
- 8.3 All internal promotions will start at the minimum spinal point, unless there are exceptional circumstances, in which case the Head of Paid Service delegates authority to the Corporate Director. This approach also applies to roles that have been re-evaluated.
- 8.4 Elected Members decide the salary where the appointment is made by them (applies to Corporate Directors and Directors).

9 Market Supplement 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, market supplements may need to be paid to some posts in order to attract and retain employees of the appropriate calibre.
- 9.2 Market supplements 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 supplement is deemed suitable where the post has been advertised on more than one occasion and a suitable applicant could not be recruited and there is evidence of one or more of the following:
- Pay benchmarking exercises show that similar local authorities offer market supplements 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 supplement 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 employees 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 two 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.

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 Trade 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, Grievance 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 Statement please contact the Council's Head of Employee Relations, Business Partners and Reward.

Senior Leadership Pay Bands - 1st April 2025

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	£208,359	£213,804	£219,255	£224,700	£230,142	£235,584
B	Corporate Directors / Directors	HB3	£164,799	£170,133	£175,359	£180,693	£185,913	£191,247
		HB2	£134,574	£138,906	£143,244	£147,576	£151,911	£156,240
		HB1	£115,794	£119,460	£123,237	£126,903	£130,686	£134,352
C	Heads of Service/ Senior Professional III	HC3	£98,457	£101,793	£105,126	£108,573	£111,906	£115,239
		HC2	£84,345	£87,126	£89,904	£92,790	£95,568	£98,346
		HC1	£73,122	£75,345	£77,568	£79,788	£82,014	£84,234

Appendix B

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 st April 2025: A consolidated 3.2% increase to basic salaries. Allowances including overtime rates increased by 3.2%.	1 April 2026
Chief Executive	The Local Government Employers' (LGE) Senior Manager Evaluation Scheme	With effect from 1 April 2025: A consolidated 3.2% increase to basic salaries.	1 April 2026
Chief Officers	The Local Government Employers' (LGE) Senior Manager Evaluation Scheme	With effect from 1 st April 2025: A consolidated 3.2% increase to basic salaries.	1 April 2026
Schools Teachers Pay & Conditions - STPAC (centrally employed Teachers)	Teachers Pay and conditions documents	With effect from 1 st September 2025: The government accepted to fully implement the recommendations contained in the School Teachers' Review Body's (STRB) Report. a) A consolidated 4% increase to basic salaries and allowances	1 September 2026
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	With effect from September 2024: a) A consolidated 2.5% increase on all spinal column points and allowances.	1 September 2025
Public Health (ex-NHS employees)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or LGA scheme for those whose roles have been reviewed since the transfer date to the Council)	With effect from 1 April 2025: A consolidated 3.6 % increase in basic pay for all pay points.	1 April 2026

This page is intentionally left blank