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## Staffing and Remuneration Committee

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MONDAY, 14TH SEPTEMBER, 2015 at 7.00 pm HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Councillors Amin (Chair), Arthur, Berryman (Vice-Chair), Elliott and Vanier

### AGENDA

#### 1. **FILMING AT MEETINGS**

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

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

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

To receive any apologies for absence.

### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 13 below. New items of exempt Urgent Business will be dealt with at agenda item 16 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. MINUTES (PAGES 1 - 14)**

To confirm and sign the unrestricted minutes of the Staffing and Remuneration Committee meeting held on 29 June, and of the special Staffing and Remuneration Committee meetings held on 15, 16 and 30 July 2015.

### **7. INCLUSION AND DIVERSITY PRESENTATION (PAGES 15 - 18)**

Report of the Assistant Director, Human Resources, for the Committee to receive a presentation on the review into the Council's equality practices and overall compliance with the Equality Act and Public Sector Duty with the aim of creating an Equality and Inclusion Action Plan for the Council.

**8. CHILDREN'S SERVICES SOCIAL WORKERS RETENTION OFFER (PAGES 19 - 30)**

Report of the Director of Children's Services to outline the recruitment and retention challenges in relation to Children's Social Workers and seek approval for the Director of Children's Services to implement a monetary retention reward to attract new social workers managers and retain the existing social worker workforce.

**9. FORWARD PLAN (PAGES 31 - 34)**

Report of the Assistant Director, Human Resources, to advise the Committee of upcoming issues and provide an opportunity to input into Human Resources activity planning.

**10. UPDATE ON THE WORKFORCE PLAN (PAGES 35 - 36)**

Report of the Assistant Director, Human Resources, to update the Committee on the progress of the Workforce Plan.

**11. CONSULTANT AND INTERIMS REPORT - APRIL- JUNE 2015 (PAGES 37 - 50)**

Report of the Assistant Director, Human Resources, detailing the number of consultants and interims engaged across the Council during the period 1 April to 30 June 2015 and comparing the data to that reported for the previous quarter.

**12. PROPOSED NEW SENIOR PAY PRINCIPLES AND GRADING STRUCTURE (PAGES 51 - 84)**

Report of the Chief Executive and Head of Paid Service.

**13. NEW ITEMS OF URGENT BUSINESS**

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

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

That the press and public be excluded from the meeting for consideration of the following items as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 1 & 2; namely information relating to any individual, and information likely to reveal the identity of an individual.

**15. EXEMPT MINUTES (PAGES 85 - 94)**

To consider and approve the exempt minutes of the Staffing and Remuneration Committee held on 29 June 2015, and the special meetings of the Staffing and Remuneration Committee held on 15, 16 and 30 July 2015.

## 16. NEW ITEMS OF EXEMPT URGENT BUSINESS

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

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Friday, 04 September 2015

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
MONDAY, 29 JUNE 2015**

Councillors Amin (Chair), Arthur, Berryman (Vice-Chair) and Elliott

Apologies Councillor Vanier

**SRC60. FILMING AT MEETINGS**

The Chair referred Members present to agenda item 1 in respect of filming at this meeting, and Members noted the information contained therein.

**SRC61. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Vanier.

**SRC62. URGENT BUSINESS**

There were no items of urgent business.

**SRC63. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**SRC64. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

There were no such items.

**SRC65. MINUTES**

**RESOLVED**

That the unrestricted minutes of the meeting of the Committee held on 26 January 2015 and the special meeting of the Committee held on 19 February 2015 be approved as an accurate record and signed by the Chair.

**SRC66. FORWARD PLAN**

The Committee considered the report on the Staffing and Remuneration Committee work plan, as introduced by Carole Engwell, Quality Assurance Manager, Human Resources. The report set out upcoming issues for the Committee, and Members were invited to propose items in the coming months.

In response to a question from the Committee, Jacquie McGeachie, Assistant Director, Human Resources, gave an update on the appointment processes for the Director of Children's Services and Director of Adult Services, and the Committee was advised that special meetings of the Committee would be required to make these appointments before the next scheduled meeting in September.

**RESOLVED**

That the Committee approve the forward plan.

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
MONDAY, 29 JUNE 2015**

**SRC67. UPDATE ON IMPLEMENTING THE WORKFORCE PLAN**

The Committee considered a presentation by Jacquie McGeachie, Assistant Director, Human Resources, on the latest position in respect of recruiting apprentices and interns. The Committee was advised that 7 apprentices had been appointed in April 2015 and that a further recruitment drive was planned with the aim of appointing a new cohort of 20 apprentices in September 2015. It was reported that four business areas had made a request for interns, but that appointing to these internships had so far been a greater challenge.

In response to a question from the Committee regarding the difficulties in appointing to internships, Ms McGeachie advised that a more effective means of engaging those who might be interested in internships was needed. The Committee suggested that promoting such opportunities online and via social media platforms may have a greater impact. In response to further questions from the Committee, Ms McGeachie advised that internships at the Council would be for a three-month period, and that interns would be reimbursed for expenses only. The Committee asked about the type of experiences that would be offered to interns as part of their placements – Ms McGeachie advised that it was planned that interns would be involved in project work, an example within HR would be the current project around developing new policies, and not routine administrative functions. The purpose was to give interns a taster of the workplace, and enhance their employment prospects.

The Committee noted the difficulties that some recent graduates would face in taking on unpaid work for a three month period, and asked whether it would be possible to explore what the cost to the Council would be of paying interns. It was agreed that this could be looked at. It was also suggested that services offering internships should be given some brief guidance on the type of work they should be offering, in order to maximise the benefit the interns gained from their experience. The Committee felt that it was important for the Council to seek feedback from the interns regarding their experiences, and to keep in touch with them after their internships in order to track their subsequent paths into employment, and requested that the Committee be kept updated about their progress.

A further update would be provided to the Committee at the September meeting.

**NOTED**

**SRC68. WORKFORCE HEALTH AND WELL BEING STRATEGY**

The Committee considered the report on the Workforce Health and Wellbeing Strategy, as presented by Tamara Djuretic, Assistant Director of Public Health. The report set out the three main priorities supporting the strategy, the outcomes associated with these and progress in implementing the strategy so far.

The Committee asked about the training that had been delivered for staff and managers on mental health awareness and it was reported that this was a three hour session which covered specific mental health issues as well as the broader impacts of organisational change on wellbeing and behaviour. Dr Djuretic advised that a follow up session had also been commissioned for those who may have been uncomfortable discussing these issues in a formal training setting.

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The Committee welcomed the report and the work taking place around delivery of the strategy, but suggested that some of the measures of success relating to the outcomes needed further development in order to be more meaningful. Dr Djuretic agreed that finding appropriate measures of success had been a challenge and that further work would be undertaken to improve these.

In response to a question from the Committee regarding how this work was being communicated to staff, Dr Djuretic advised that this was via the 'Healthy Haringey' webpage, and that specific messages were promoted via pop ups on the home intranet page. In addition to online communications, messages were disseminated by the Health and Wellbeing Champions throughout the organisation, and via the Corporate Health, Safety and Wellbeing Board. A health and wellbeing event specifically for Haringey staff was also planned for September 2015. It was noted that efforts would need to be made to sustain the momentum around this work.

In response to a question from the Committee regarding the target for reducing staff sickness, Ms McGeachie advised that there was a corporate target of reducing the number of sickness absence days to 6 per employee, but that it would be difficult to assess how much of any reduction in sickness absence could be directly attributable to the work around the health and wellbeing strategy.

The Committee mentioned the approach being adopted by some companies of discouraging the use of email outside of normal office hours, or over specific periods, for example Christmas and New Year. Dr Djuretic advised that this was among the various approaches that the Council was looking into.

Looking again at the measures of success, the Committee noted that the Council needed to think about how ambitious it wanted to be in respect of corporate health and wellbeing. It was felt that more information was needed in order to make decisions on reasonable targets, and it was agreed that Dr Djuretic would undertake some work around this and bring proposals back to the September meeting of the Committee. It was also noted that it was important to recognise that there would be variation between services in respect of the levels of sickness absence and injuries, due to the nature of the roles within them.

**RESOLVED**

That the Committee endorse Haringey's Workforce Health and Wellbeing Strategy and champion workforce health and wellbeing at the senior and strategic level in order to embed the Strategy across the Council and in parallel with the Workforce Plan.

**SRC69. RESTRUCTURE POLICY, REDEPLOYMENT POLICY AND VR PROCEDURE -  
UPDATED POLICIES**

The Committee considered the report on the updated restructure policy, redeployment policy and voluntary redundancy procedure, as presented by Amanda Mays, Interim Head of Workforce Development. The report set out the changes that had been made to each of the policies.

In response to a question from the Committee regarding the reported change to the scope of the redeployment policy, Ms Mays advised that this was to reflect that the redeployment pool should not be used for staff who had been reinstated following a

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Member appeal procedure or relocations – any such redeployments should be managed within the service. In response to a further question from the Committee regarding the response of the trade unions to the changes to these policies, it was reported that the Council had worked closely with the unions on updating the policies and that this working relationship had been very constructive.

The Committee asked about the trade unions' concern in respect of the contractual status of the Council's HR policies. It was reported that the unions wanted clarification on which policies were contractual, and could therefore not be amended without varying all employees' contracts. Identifying which policies were considered to be contractual would be a significant undertaking. It was reported that, where policies were not contractual, the Council had greater flexibility as an employer to update policies as required, in line with the Council's governance processes.

**RESOLVED**

That the Committee:

- a) Approve the revised Restructure Policy;
- b) Approve the revised Redeployment Policy; and
- c) Approve the revised Voluntary Redundancy Policy.

**SRC70. WORKFORCE PLAN, MTFS AND CORPORATE PLAN - EMPLOYEE  
IMPLICATIONS**

The Committee considered the report on the feedback from the trade unions to the consultation on headcount implications in the Medium Term Financial Strategy (MTFS) and the Council's response, as presented by Amanda Mays. It was reported that while there were some requests from the unions that the Council had not been able to agree, as set out in the report, dialogue with the unions in general had been very constructive.

The Committee asked about the Council's approach to the use of agency staff. It was reported that in service areas subject to significant transformation, the use of agency staff on a short term basis prior to a restructure could provide additional flexibility and help to minimise the need for compulsory redundancies, however it would be expected that services would then have a plan in place to move to a more stable staffing structure. Jacquie McGeachie advised that the Chief Executive had recently asked all services to review their use of agency staff as there was a concern that in some areas agency staff had been assimilated into the permanent structure rather than being used in a strategic way.

In response to a question regarding the Council response to the unions' concerns regarding the timescale for the modern reward strategy, it was reported that the timescales had been amended and that weekly update meetings were held with the unions on this piece of work.

**RESOLVED**

That the content of the report be noted.



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**SRC71. WORKFORCE DATA - JANUARY TO MARCH 2015**

The Committee considered the report on the workforce data for the period January to March 2015, as presented by Carole Engwell. The report set out information on the organisational profile, headcount, formal action cases, agency and consultants, sickness absence and equalities, and included details of the process for engaging a non-employed worker.

In respect of the data regarding consultants and interims, the Committee asked about the column entitled 'Asst. Director' – it was clarified that this referred to the line manager for the post referred to and it was agreed that the name of this column should be amended for clarity, for example to 'hiring manager'. The Committee expressed particular concern regarding the costs flagged as red in the spreadsheet, and requested that more information on the recruitment timescales was required in order that these posts could be monitored more effectively. Ms Engwell advised that the Chief Executive had recently asked all Assistant Directors to review the use of consultants in their service areas in order that this could be managed better. It was noted that due to the reporting timescales, the current end date for certain posts may have changed since the report was produced.

The Committee asked about the Project Delivery Manager post reported to have been extended 17 times; it was reported that this was a specialist IT post and that this was an area in which recruitment to permanent posts was very challenging. It was agreed that the relevant assistant director would be asked for information on whether appointing to a fixed term contract for this post had been explored.

The Committee asked about the use of Hays, and it was reported that the Council had a framework contract in place with Hays in line with procurement guidelines. It was reported that the fee payable to Hays varied according to post. The Committee expressed concern at the costs associated with individual posts supplied through contractors such as Hays over a long period, and noted that, once fees were taken into account, the remuneration received by the individual may not differ substantially from what they would receive if employed directly, but at a significantly higher cost to the Council. It was advised that this was one of the reasons for the Chief Executive's recent push to review the use of consultants in the organisation. In response to a question from the Committee, it was confirmed that this report only covered data relating to individuals contracted as consultants and interims and did not cover contracts with organisations such as iMPower.

The Committee noted the recent reductions in female and BME employees in the top 50% of earners. It was reported that this was as a result of resignations; this would be monitored, but it was not felt at this stage to reflect a trend that would be a cause of concern.

The Committee considered how they could have a constructive role in monitoring and managing the workforce data, in particular around the use of consultants. The Committee requested further detail on recruitment timetables for those posts to be recruited to on a permanent basis, and further detail on the end dates for short-term posts. It was agreed that details of recruitment attempts, reasons for the use of a consultant in this post, etc, needed to be provided for every post, in particular those flagged as red in respect of net cost / value for money status, and the Committee

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would review the explanations given, starting from the next meeting of the Committee in September. Where the Committee had further concerns after receiving this information, the relevant Cabinet Member and senior officers would be asked to comment and, where it was felt to be useful, the relevant Assistant Director would be invited attend a meeting to discuss the issue further with the Committee.

**RESOLVED**

That the Committee note the report.

**SRC72. REMOVAL OF THE DESIGNATED INDEPENDENT PERSON REQUIREMENT FOR THE DISMISSAL OF THE HEAD OF PAID SERVICE, THE MONITORING OFFICER AND CHIEF FINANCE OFFICER**

The Committee considered the report on the removal of the Designated Independent Person requirement for the dismissal of the Head of Paid Service, the Monitoring Officer and Chief Finance Officer, as presented by Carole Engwell. The report set out the legislative changes, which had come into force on 11 May 2015, and which would be reflected in an update to the Council's Constitution.

**RESOLVED**

That the Committee note the legislative changes as set out in the report.

**SRC73. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS**

The Committee noted the content of the report.

**SRC74. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**SRC75. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting for the following items as they contain information defined as exempt information under paragraphs 1 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, namely that it contains information relating to any individual and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

**SRC76. EXEMPT MINUTES**

**RESOLVED**

That the exempt minutes of the meeting of the Committee held on 26 January 2015 and the special meeting of the Committee held on 19 February 2015 be approved as an accurate record and signed by the Chair.

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
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**SRC77. MODERN REWARD STRATEGY UPDATE ON SENIOR MANAGERS PAY AND  
GRADING REVIEW**

The Committee received a presentation on the Modern Reward Strategy, and agreed the recommendation as set out in the report.

**SRC78. CHIEF OPERATING OFFICER RECRUITMENT AND SELECTION**

The Committee agreed the recommendations of the report.

**SRC79. PROPOSED APPOINTMENT OF ASSISTANT DIRECTOR - HUMAN RESOURCES**

The Committee agreed the recommendation of the report.

**SRC80. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

The meeting closed at 2145 hrs.

**Cllr Kaushika Amin**

**Chair**

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**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
WEDNESDAY, 15 JULY 2015**

Councillors Amin (Chair), Elliott and Strickland

Apologies Councillors Arthur and Berryman

**SRC81. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Arthur, Cllr Berryman and Cllr Vanier, for whom Cllr Strickland was acting as substitute.

**SRC82. URGENT BUSINESS**

There were no items of urgent business.

**SRC83. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**SRC84. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting for the following item as it contained exempt information as detailed in Part 1, Section 12A of the Local Government Act 1972, paragraph; namely that it contains information relating to any individual.

**SRC85. APPOINTMENT TO THE POST OF PROGRAMME DIRECTOR, TOTTENHAM**

The Committee considered a report on the appointment to the position of Programme Director – Tottenham, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 and Part 4 Section K of the Council's Constitution, arising from recommendations of an interview panel which took place prior to the Committee convening.

The Committee approved the recommendation of the interview panel to appoint Helen Fisher to the post of Programme Director, Tottenham and approved the salary for this post.

The meeting closed at 14:35hrs.

**Cllr Kaushika Amin**

**Chair**

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**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
THURSDAY, 16 JULY 2015**

Councillors Amin (Chair), Elliott and Waters

Apologies Councillors Arthur, Berryman and Vanier

**SRC86. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Arthur, Councillor Berryman and Councillor Vanier, for whom Councillor Waters was acting as substitute.

**SRC87. URGENT BUSINESS**

There were no items of urgent business.

**SRC88. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**SRC89. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting for the following item as it contained information classified as exempt under paragraphs 1 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972; namely that it contains information relating to any individual and also information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

**SRC90. APPOINTMENT TO THE POST OF DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES**

The Committee considered a report on the appointment to the position of Director of Children and Young People's Services, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 3 Section B of the Council's Constitution, arising from recommendations of an interview panel which took place prior to the Committee convening.

The Committee approved the recommendation of the interview panel to appoint Jon Abbey to the post of Director of Children and Young People's Services, and approved the salary for this post.

The meeting closed at 15:50hrs.

**Cllr Kaushika Amin  
Chair**

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**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE  
THURSDAY, 30 JULY 2015**

Councillors Amin (Chair), Elliott and Morton

Apologies Councillor Arthur and Berryman

Also present Zina Etheridge – LB Haringey Deputy Chief Executive  
Cynthia Scott-Carnegie – LB Haringey HR Business Partner  
Maggie Hennessy – PENNA Consultants  
Natalie Layton – Clerk

**SRC91. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Arthur, Berryman and Vanier.

Councillor Morton acted as a substitute for Councillor Vanier.

**SRC92. URGENT BUSINESS**

None.

**SRC93. DECLARATIONS OF INTEREST**

None.

**SRC94. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** to exclude the press and public from the meeting for the following item as it contained information classified as exempt under paragraph 1; namely that it contains information relating to an individual.

**SRC95. APPOINTMENT TO THE POST OF DIRECTOR OF ADULT SERVICES**

NOTED the report of the Deputy Chief Executive to appoint to the post of Director of Adult Social Services.

The Committee approved the recommendation of the interview panel to appoint Beverley Tarka to the post of Director of Adult Services and approved the salary for this post.

The meeting closed at 17:30hrs

Councillor Amin  
Chair

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**Haringey**

Report for:	Staffing & Remuneration Committee	Item Number:	
Title:	Inclusion and Diversity Presentation		
Report Authorised by:	Jacquie McGeachie, Assistant Director Human Resources <i>J McGeachie</i>		
Lead Officer:	Julie Amory, HR Policy Manager		
Ward(s) affected:	Report for Key/Non Key Decisions:		
ALL	N/A		

## 1. Describe the issue under consideration

- 1.1 At the 8th September 2014 meeting of this Committee a commission was approved for an external organisation to conduct a review into the Council's equality practices and its overall compliance with the Equality Act and Public Sector Duty with the aim of creating an Equality and Inclusion Action Plan for the Council.

## 2. Recommendations

The Staffing and Remuneration Committee will:

- 2.1 Consider and discuss the presentation and make recommendation as to the key elements that maybe included in the Action Plan.
- 2.2 Agree to receive a final Action Plan and actions already completed at the December 2015 committee meeting.
- 2.3 Agree to monitor progress during 2016



**Haringey**

3. Background information

3.1 The review

3.1.1 Following a competitive tendering exercise Human Resources commissioned The Employers Network for Equality and Inclusion (ENEI) to complete the review. ENEI is an independent organisation that covers all aspects of equality and inclusion issues in the workplace; working with Government, business and trade unions.

3.1.2 The commissioned review had six main objectives:

- To seek the views of stakeholders and employees;
- To evaluate Learning & Development products;
- To evaluate current EqlAs including content quality;
- To audit the EqlA procedure and documentation;
- To audit how we perform in relation to the Public Sector Duty and Equalities Act;
- To consider how inclusion and diversity may impact the culture of the Council.

3.1.3 To monitor the progress Human Resources (HR) formed a project group chaired by the Assistant Director Human Resources and whose membership included Cllr. Vanier, HR representatives, Policy & Strategy Team, Trade Unions, and ENEI. The Project Group met on monthly basis between May and August 2015.

3.1.4 As part of the work ENEI completed a review of relevant documents that included; Equality Impact Assessments (EqlA), the EqlA guidance, e-learning and course information on the Learning Zone and relevant Council policies and strategies.

3.1.5 To support the desk-top review face-to-face and telephone interviews took place with stakeholders including:

- Councillors
- Policy & Strategy Team,
- Learning and Development Team,
- SLT and CLG members
- Trade Unions.

3.1.6 An online survey provided an opportunity for 375 (13%) randomly selected staff to anonymously feedback their views on the Council's equality practices.

3.1.7 To reach staff without a Haringey email accounts the link to the survey was sent to the Heads of Service of these areas with a request that they circulate the link to their teams. The Trade Unions also agreed to encourage their members to participate in the process and notification of the survey was added to the 9<sup>th</sup> July Staff Newsletter.



**Haringey**

3.1.8 ENEI received 104 responses (28% of survey recipients).

4. Comments of the Chief Finance Officer and financial implications

4.1 The commissioning of an external provider to review the council's equality practices were met by the HR budget.

4.2 There are no other financial implications stemming from this report, however, it is acknowledged that future activities to implement the recommendations from the audit may incur financial implications, which will be considered at the time.

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

5.1 The Assistant Director of Corporate Governance notes the contents of this report.

5.2 Paragraph 5.2 recommends that the Committee agrees the implementation of the action plan. The Assistant Director of Corporate Governance has not had sight of the action plan and therefore cannot comment on its contents.

6. Equalities and Community Cohesion Comments

6.1 The review focused on the council's internal practices and did not take a view on its role in the community, however, it is accepted that any improvements in equality practices/behaviours of staff because of the review will have a positive impact on the community.

7. Head of Procurement Comments

7.1 The external provider was commissioned in accordance with the council's procurement rules.

8. Policy Implication

8.1 There may be a requirement to amend some of the Council's HR policies and procedures based on the findings of the review. Any revisions would be discussed in consultation with Trade Unions and would go through the normal governance processes for approval.

9. Use of Appendices

9.1 Appendix 1 - ENEI Initial findings report

10. Local Government (Access to Information) Act 1985


10.1 List of documents

- S&R Committee 8<sup>th</sup> September 2014 – Agenda Item 7 'Inclusion of Equality in the Work Place'



**Haringey**



<b>Report for:</b>	<b>Staffing &amp; Remuneration Committee</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Children's Services Recruitment &amp; Retention Offer</b>		
<b>Report Authorised by:</b>	<b>Jon Abbey – Director of Children's Services</b> <b>Jacque McGeachie – Assistant Director Human Resources</b> 		
<b>Lead Officer:</b>	<b>Andy Briggs – Interim AD Business &amp; Resources</b> <b>Sunni Morzaria – Interim Recruitment Specialist</b>		
<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>		
<b>N/A</b>	<b>Non Key</b>		

**1. Describe the issue under consideration**

- 1.1 This paper seeks to outline the recruitment and retention challenges in relation to Children's Social Workers and seek approval for the Director of Children's Services to implement a monetary retention reward to attract new social workers managers and retain the existing social worker workforce.
- 1.2 It is the intention of Children's Services to return to Staffing and Remuneration Committee (S&R) in December 2015 seeking a decision on a more detailed Social Care recruitment and retention offer, which will include a number of additional elements. At this stage, we are looking to create a financial offer to bring us in line with other London Boroughs.

**2. Recommendation**

The Staffing & Remuneration Committee will:

- 2.1 Agree that the Director of Children's Services has Delegated Authority to implement option 3 as described at 3.35.3 of this report.

## **Background**

- 3.1 The recruitment and retention of staff within Children and Young Peoples' Services (CYPS) presents a growing challenge nationally, especially so in social care services. Continual demographic changes present even more pressures in trying to match the demand of social care services with the supply of social workers.
- 3.2 Haringey Children's Services in particular, is undergoing a period of significant and rapid change against the backdrop of reducing budgets and pending OFSTED inspections in 2016 with the aim of moving to GOOD. The Service needs to recruit and retain more quality, experienced permanent staff. These staff will not only exhibit the key skills and experience to undertake their roles effectively but also demonstrate the right attitudes and behaviours that the Council aspires to both now and in the future as it moves towards being judged a GOOD Service by OFSTED.

### **3.3 National Context**

- 3.4 There is a national shortage of experienced, qualified social workers employed in statutory children's social work. Since 2005, around 6,000 students a year are embarking on a social work qualification and there are more newly qualified social workers entering the job market encouraged by various Government initiatives and the expansion of post graduate places, so that the future provides some opportunities although the pressures are likely to remain acute and endure for some considerable time.
- 3.5 However, there is a significant discrepancy between the supply of newly qualified social workers and experienced practitioners, which is supported in a report published by the Policy Exchange in June 2013, 'Reforming Social Work'. This report found that the supply of social workers will not equal demand until 2022.
- 3.6 It remains difficult at a national and local level to recruit and retain qualified and experienced practitioners and children's social work continues to be recognised as a key area of shortage recruitment within local Government. The social work job market continues to be a highly competitive market place and the recruitment challenges are particularly difficult in London.
- 3.7 Local Authorities are recognising and acknowledging this issue and improving recruitment and retention packages to address the problem. Some London authorities offer a "golden hello" up to £2,500 (Barking & Dagenham) and/or a retention payment – up to £3,000 per annum (Newham). This can be in addition to other benefits such as yearly travel allowances, free parking or a discounted housing offer.

### **3.8 Haringey Analysis**

- 3.9 Haringey's Corporate Plan 2015-2018 outlines a clear ambition and high expectations, working within the challenge of the Medium Term Financial Strategy. Priority1 is clear that we will be "Enabling every child to have the best start in life with high quality education".
- 3.10 We are striving to improve our social care offering to CYPS through the development and retention of a skilled and capable workforce, seeking to provide an effective service by retaining and recruiting high calibre staff.



- 3.11 Analysis in June 2015 recognised that the CYPS Social care workforce had 215 established posts, of which 147 were filled with permanent staff. A further 62 posts were filled with agency workers (28.8%), the balance were vacant posts.
- 3.12 In addition, from the data below, we can determine that in the last 12 months, 75% of all leavers in CYPS were social workers or team leaders and the turnover for social workers alone was 17%.

<b>Established Posts</b>	<b>Established Post Count</b>
Child Protection Advisor	0
Independent Reviewing Officer	2
Practice Manager	4
Principal Social Worker	2
Reviewing Manager/Reviewing Officer	1
Senior Practitioner	21
Social Worker	152
Team Manager	33
<b>Totals</b>	<b>215</b>

<b>Leavers by reason</b>	
<b>Reason</b>	<b>Count</b>
Redundancy, Compulsory	3
Retirement, Voluntary (60-65)	1
Voluntary Resignation	37
<b>Totals</b>	<b>41</b>

<b>Leavers for Last 12 months</b>	
Independent Reviewing Officer	1
Practice Manager	2
Senior Practitioner	7
Social Worker	24
Team Manager	7
<b>Totals</b>	<b>41</b>

**3.14 Agency Expenditure**

- Based on the Hays staff, the average day rate for a social worker (that we pay Hays) is £307 and £383 for team managers.
- Based on a 48 week contract, the average on-cost we would pay an agency social worker from Hays would be £73,680 per year and £91,882 per year for agency team manager.

- 3.15 The highest on-cost for a permanent social worker would be SWC 44 at £54,681 per year and for a permanent team manager would be £66,481 per year at PO7 53.

**3.16 Assumption of Analysis**

- 3.17 Currently we know of 18 Full Time Equivalent (FTE) in Assessed & Supported Year of Employment (AYSE), thus 116.66 FTE permanent post qualifying experienced social workers
- 3.18 42 FTE agency social workers and 7 agency team managers. If we presume we pay them for 48 weeks at the average rate, it would give us an on-cost of £3.73m per year.
- 3.19 If we were to replace the agency with permanent staff at the highest spinal point, the on-cost would be £2.76m per year.
- 3.20 In the scenario where we were to offer all our experienced social workers and team managers a retention package of £2k a year, it would cost us £332k per year, thus still saving approx £641k a year.

**3.21 Recruitment & Retention payment considerations**

- 3.22 A review of pay for social workers has also been carried out to determine how competitive we are in the starting salary we offer compared to neighbouring local authorities as well as our statistical neighbours i.e. number of other LAs deemed to have similar characteristics. The data used for comparative pay purposes has been supplied by the London Councils – Pay & Benefits Survey 2015, together with information obtained from the Councils directly.
- 3.23 The data indicated that we already pay at the market median across London for social work posts; this demonstrates that there is little evidence we need to pay an additional market supplement, however, despite this, we are still unable to attract applications from suitable, qualified and experienced candidates and believe this is because we are competing in a shortage market with neighbouring councils offering a more attractive overall package (i.e. discounted housing).
- 3.24 At present, our entry level salary for social workers is in the middle range compared to neighbouring London authorities (see table below), with Lewisham offering the highest starting salary i.e. £38,151.
- 3.25 We have an accelerated pay progression scheme for newly qualified social workers. In view of the many expressions of interest we received from our rolling recruitment and recruitment targeted events, at this current juncture we do not need to offer further enticements for newly qualified social workers in their first Assessed and Supported Year in Employment.
- 3.26 As stated the challenge is to recruit suitably experienced Social Workers. The Professional Capabilities Framework for Social Workers (developed by the Social Work Reform Board & owned by the College of Social Work) describes experienced Social Workers as:

- 3.27 **Experienced social workers** are more autonomous in their role. They demonstrate expert and effective practice in complex situations demonstrated through;
- 3.27.1 Assessing and managing higher levels of risk, striking a balance between support and control, liaising with a wide range of professionals, including more senior levels.
- 3.27.2 Managing complex caseloads, and offer expert opinion within the organisation and to others.
- 3.27.3 Chairing a range of meetings, offer expert support to case conferences, and produce high quality assessments and reports for a range of functions.
- 3.27.4 They model good practice, setting expectations for others. They start to take responsibility and be accountable for the practice of others, mentoring newly qualified social workers and supervising the work of junior staff.
- 3.27.5 Undertake capacity-building with individuals, families, communities, user groups and voluntary organisations, and contribute their views on service provision to commissioners.
- 3.28 This level of experience may be gained 3 years post qualification and experienced candidates should be able to evidence this at application and interview stages.

### 3.29 Social Worker Salary

Rank	LA	Role	Salary range	
1	Lewisham	Social Workers	£38,151	£39,981
2	Greenwich	Social Workers	£36,669	
3	Camden	Social Workers	£34,515	£40,036
4	Barking and Dagenham	Social Workers	£32,784	£35,655
5	Tower Hamlets	Social Workers	£32,157	£41,811
6	Islington	Social Workers	£31,323	£39,069
7	Southwark	Social Workers	£31,323	£37,257
8	Kingston	Social Workers	£31,296	£35,655
9	Haringey	Social Workers	£30,727	£41,218
10	Tri-Borough	Social Workers	£30,648	£38,229
11	Richmond	Social Workers	£30,555	£35,655
12	Newham	Social Workers	£30,555	£40,218
13	Enfield	Social Workers	£30,555	£39,297
14	Barnet	Social Workers	£30,555	£35,655
15	Redbridge	Social Workers	£29,727	£34,590
16	Waltham Forest	Social Workers	£28,935	£37,476
17	Bexley	Social Workers	£27,716	£37,232
	<b>AVERAGE</b>	<b>Social Workers</b>	<b>£31,658</b>	<b>£37,937</b>

### 3.30 Team Manager Salary

Rank	LA	Role	Salary range	
1	Tri-Borough	Team Manager	£48,207	£51,045
2	Haringey	Team Manager	£47,781	£51,096
3	Waltham Forest	Team Manager	£46,608	£49,452
4	Greenwich	Team Manager	£45,690	£48,477
5	Barking and Dagenham	Team Manager	£44,766	£53,406
6	Bexley	Team Manager	£44,727	£52,227
7	Enfield	Team Manager	£44,088	£51,264
8	Tower Hamlets	Team Manager	£43,620	£46,359
	<b>AVERAGE</b>	<b>Team Manager</b>	<b>£45,686</b>	<b>£50,416</b>

### 3.31 Current Recruitment initiatives

- 3.32 From historical data obtained, the recruitment activity from September 2014 to May 2015 shows 41 adverts were placed across CYPS, of which 13 were for social workers and 1 for senior practitioner. There were no Team Manager adverts placed during this period. As a result of few permanent appointments, there was a heavy dependency on agency staff.
- 3.33 In May 2015, a draft Recruitment & Retention Plan for Social Working staff was created to address some of those issues and focus future recruitment activity in the right areas – developing a retention offer was one such area.
- 3.34 Some of the other initiatives already underway are improved brand and adverts, better placed advertising, rolling social working recruitment campaigns and recruitment open evening events. The last two recruitment evenings attracted approximately 130 people. The majority of these interested individuals were student social workers or newly qualified social workers looking for their first post. Whilst we can attract and appoint newly qualified social workers (NQSW), there is a limit to how many staff each team can support as NQSW require a higher level of support as they embed their theoretical learning, and apply their learning to 'learn on the job'. It is impractical, and irresponsible, to expect NQSWs to take on complicated and complex cases initially.

### 3.35 Proposed Options

**3.35.1 Option 1 : Islington Model (Same Recruitmen and Retention Incentives)**

Type of Benefit	Description
<b>Recruitment</b> £2k per year	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £1k immediately after the end of the first 12 months
<b>Retention</b> £2k per year	£1k every 6 months starting 12 months after the beginning of appointment

**Cost: £364k/year**

**3.35.2 Option 2: Islington Model (Higher Recruitment, Lower Retention Incentives)**

Type of Benefit	Description
<b>Recruitment</b> (£1.75k per year)	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £750 immediately after the end of the first 12 months
<b>Retention</b> (£1.5k per year)	£750 every 6 months starting 12 months after the beginning of appointment

**Cost: £175.5k (existing staff) + £85.8k (new appointments) = £261.3 k in the first year and £259k\* - £249k\*\* per year in subsequent years**

\*assumes a 39 FTE annual turnover rate in line with London average

\*\*assumes no turnover

**3.35.3 Option 3 : Islington Model (Lower Recruitment, Higher Retention Incentives)**

Type of Benefit	Description
<b>Recruitment</b> (£1.5k per year )	£500 on appointment, £500 immediately after satisfactory completion of probation of 6 months, £500 immediately after the end of the first 12 months
<b>Retention</b> (£2k per year)	£1000 every 6 months starting 12 months after the beginning of appointment

**Cost: £234k (existing staff) + £73.5k (new appointments) = £307.5k in the first year and £312.5k\* - £364k \*\* per year in subsequent years**

\*assumes a 39 FTE annual turnover rate in line with London average

\*\*assumes no turnover

### 3.35.4 Options Overview

	Option 1 (Equal)	Option 2 (More on Recruitment)	Option 3 (More on Retention)
Retention Cost / Year 1	£364,000	£261,200	£307,500
Current Assumed Agency Spend / Year	£3,610,000	£3,610,000	£3,610,000
Future Assumed Permanent Spend / Year	£2,680,000	£2,680,000	£2,680,000
Potential Savings / Year 1	(£566,000)	(£668,800)	(£622,500)

3.35.5 With any of the above offers, the assumption would be that repayment of the recruitment & retention offer would need to be made if the individual leaves within 3 years of joining Haringey.

3.35.6 The Reward Strategy Manager has been involved at every stage of this initiative and it has been agreed that any offer agreed would be reviewed within the next two years or as part of the roll out of the Modern Reward Strategy, whichever is the earlier.

## 4.0 Additional elements to offer

4.1 It should be noted that the Social Work offer is not just about monetary gain.

- 4.2 As part of the overall Haringey offer, we are establishing a Social Work Faculty specifically designed to nurture and support the growth and development of our qualified social workers throughout their career. It will drive our ambition to be a learning organisation. We are developing meaningful partnerships with Higher Education Institutions to maximise the exchange of knowledge and learning and the application of skills and experience.
- 4.3 In addition, we are working towards implementing Signs of Safety into social work practice across Haringey's child protection system by supporting social workers to be competent and confident practitioners and are committed to supervision, support and continuing professional learning and development.

## **5.0 Comments of the Chief Financial Officer and Financial Implications**

- 5.1 CYPS is moving at pace to reduce its agency costs. In 2014/15 this was £6 million and around 35% of social care workforce. The ambition is to move to reduced dependency on agency in the region of 15% or £2.5-3 million.
- 5.2 It is the intention of the service to fund the £307.5k and subsequent years £364k maximum annual cost from agency reductions going forward.
- 5.3 Across the whole of Children's Services the staffing budget is £24.1m and staffing is the largest single area of spend. Over recent years it has proved difficult to recruit and retain experienced social workers which has meant that the service relies heavily on agency staff, the costs of which are generally significantly higher than equivalent permanent Haringey employees (often as much as between fifteen and thirty percent higher.) In 2014/15 the total agency spend was £6m which contributed to an overall overspend on staffing of around £1m in CYPS.
- 5.4 In 2015-16 the Service is managing to reduce agency costs and aims to bring the spend down to around £3m as part of an overall reduction in spending. This should more than offset the additional costs of the recruitment and retention proposals. A new operating model is being created as part of the MTFs and the long term costs of the retention scheme must be met within the overall staffing budget for the service.

## **6 Comments of the Assistant Director of Corporate Governance and legal implications**

- 6.1 The proposed arrangements for the making of retention offers include the making of payments to the relevant employees which are linked to assessed performance during probation. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay is because of a material factor. Performance –related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed a probation period is not tainted by unconscious gender (or other unlawful) discrimination that might leave open the proposed payment to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance during probation may reduce

the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability and race as well as gender of those staff receiving the payment with the make up by those protected characteristics of those staff considered not to have satisfactorily completed probation and who therefore do not receive the payment. This will allow the detection of potential indirect discrimination against staff with particular protected characteristics.

6.2 The requirement for the repayment of the recruitment and retention payments if the individual who has received it leaves within 3 years of joining Haringey is potentially a restraint of trade and therefore potentially unenforceable, in that it will discourage the individual from seeking employment elsewhere. However such requirements are still enforceable if they are a proportionate way of protecting the employer's legitimate interests. Given the recruitment and retention problems mentioned in the report it is likely the requirement would be enforceable. It will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to deduct the payments in full from the individual's final salary if s/he leaves the Council within three years of joining.

6.3 It is intended that the making of these payments will be reviewed within the next two years and/or reviewed as part of the Reward Strategy, whichever is the earlier. Given this, it will be advisable to also include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in future.

## **7 Equalities and Community Cohesion Comment**

7.1 An initial EQIA has been conducted to assess the impact on staff affected. It is the intention that subject to Delegated Authority being given to the Director of Children's Services to implement a recruitment and Retention offer, further communication and consultation with affected staff will take place and will inform the EQIA that will accompany the fully Recruitment & Retention Offer in December's S&R Committee.

## **8 Head of Procurements Comments**

Not Applicable

## **9 Policy Implications**

9.1 The CYPS recruitment and retention elements will be incorporated into the Council's Pay Policy statement.



- 9.2 It is the intention to review the recruitment and retention offer within 2 years, which will fall in line with the Council's Workforce Plan Reward Strategy.

**10 Use of Appendices**

**11 Local Government (Access to Information ) Act 1985**

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**Haringey**

Report for:	Staffing & Remuneration Committee 14 September 2015	Item Number:	
Title:	Forward Plan		
Report Authorised by:	Jacquie McGeachie - Assistant Director, Human Resources <i>J McGeachie</i>		
Lead Officer:	Carole Engwell – Human Resources, Quality Assurance Manager		
Ward(s) affected: All	Report for Key/Non Key Decisions: N/A		

1. Describe the issue under consideration
  - 1.1. The forward plan will enable the Committee to be aware of future reports and presentations and to have an input into Human Resources Activity planning.
2. Recommendations
  - 2.1. That the Committee approved the forward plan
3. Background Information
  - 3.1. N/A
4. Comments of the Chief Finance Officer & Financial Implications
  - 4.1. N/A
5. Comments of the Head of Legal Services and Legal Implications
  - 5.1. N/A



**Haringey**

- 6. Equalities and Community Cohesion Comments
  - 6.1.
- 7. Head of Procurement Comments
  - 7.1.
- 8. Policy Implication
  - 8.1.
- 9. Use of Appendices
  - 9.1. Appendix 1: Forward Plan
- 10. Local Government (Access to Information) Act 1985
  - 10.1.

**Staffing Remuneration Committee  
Forward Plan September 2015 - March 2016**

Meeting Date Date of decision or period within which the decision is to be made	Short Description	Key or Non-Key Decision	Decision Maker	Cabinet Member and Lead Officer	Report or Update	Public or private and statement of reasons why if private	Report author
14 September 2015	Update on the Workforce Plan	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	Public	Amanda Mays
14 September 2015	Update regarding success measures / targets to be set in relation to reducing stress related absence	Non-key	Staffing & Remuneration Committee	Tamara Djuretic	Report	Public	Tamara Djuretic
14 September 2015	Consultant and Interims Report - April - June 2015	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
14 September 2015	Inclusion and Diversity Presentation	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	Public	Carole Engwell
14 September 2015	Proposed New Senior Pay Principles and Grading Structure	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Ian Morgan
14 September 2015	Children's Services Social Workers Retention Offer	Non-key	Staffing & Remuneration Committee	Andy Briggs	Report	Public	Andy Briggs
14 December 2015	Staffing Implications of Cabinet Decision as to the Future of HfH.	Key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Amanda Mays
14 December 2015	Update relating to the outcome of the Tier 3 Review	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Amanda Mays
14 December 2015	Update on the Senior Managers Pay Principles and Grading Structure consultation	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Ian Morgan
14 December 2015	People Management data relating to Q2 (July - Sept)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
14 December 2015	Summary details relating to the organisational restructures that have taken place across the organisation during the period July to December 2015	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Carole Engwell
14 December 2015	Inclusion and Diversity Action Plan	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public	Julie Amory
26 January 2016			Staffing & Remuneration Committee				
31 March 2016			Staffing & Remuneration Committee				

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**Haringey**

Report for:	Staffing & Remuneration Committee 14 September 2015	Item Number:	
Title:	Update on the Workforce Plan		
Report Authorised by:	Jacquie McGeachie, Assistant Director Human Resources <i>J McGeachie</i>		
Lead Officer:	Amanda Mays, Interim Head of People and Change		
Ward(s) affected:	All	Report for Key/Non Key Decisions:	N/A

1. Describe the issue under consideration
  - 1.1. This item will provide a short update to the Committee on the progress of the Workforce plan.
2. Recommendations
  - 2.1. None
3. Background Information
  - 3.1. The Workforce Plan was published in January 2015, and shows how we intend to create an agile workforce that can help achieve goals set out in the Corporate Plan.  
A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. The plan details how we will develop the right people with the right skills in the right place so that we can deliver on the goals set out in the Corporate Plan and be ready for the future.



**Haringey**

A short presentation will be provided to the Committee around the progress of the plan since the previous S&R Committee.

4. Comments of the Chief Finance Officer & Financial Implications

Finance had no comments to make in relation to the presentation

5. Comments of the Head of Legal Services and Legal Implications

Legal had no comments to make in relation to the presentation

6. Equalities and Community Cohesion Comments

6.1. Not Required

7. Head of Procurement Comments

7.1. N/A

8. Policy Implication

8.1. N/A

9. Use of Appendices

9.1. N/A

10. Local Government (Access to Information) Act 1985

10.1. N/A



**Haringey**

Report for:	Staffing & Remuneration Committee 14 September 2015	Item Number:	
Title:	Consultation and Interims Report – April to June 2015 (Qtr 1)		
Report Authorised by:	Jacquie McGeachie, Assistant Director Human Resources <i>J McGeachie</i>		
Lead Officer:	Carole Engwell, HR Quality Assurance Manager		
Ward(s) affected: N/A	Report for Key/Non Key Decisions: N/A		

1. Describe the issue under consideration
  - 1.1. The report details the number of Consultants and Interims engaged across the Council during the period 1 April to 30 June 2015 (Qtr 1) and compares the data to that reported for the previous quarter (Qtr 4).
2. Recommendations
  - 2.1. The report is for discussion and noting.
3. Background Information
  - 3.1. The number of Consultants and Interims engaged by the Council reduced by 7 during the period resulting in 60 current contracts at the end of June 2015. Of these, 33 people were covering established posts that are vacant, 13 were covering a transformation project and 14 were providing additional support.
  - 3.2. The overall spend for Qtr 1 was £886,697. The net spend covering established posts was £138,403. The estimated spend on covering supernumerary posts was £748,294.



## Haringey

During the quarter, the total spend on both Consultants and Interims reduced by £82,776 when compared to the spend of £969,473 in Qtr4.

The table below summarises the spend for Qtr1 and compares it to the spend in Qtr 4

	Interims (covering a vacancy)			Supernumerary Consultant (working on a transformation project)			Supernumerary Consultant (providing additional expertise)			Total
	Qtr4	Qtr1	+/-	Qtr 4	Qtr1	+/-	Qtr4	Qtr1	+/-	
Number of individuals	36	33	-3	17	13	-4	14	14	0	£969,473
Spend	£189,391	£138,403	£50,988	£449,820	£406,820	£43,000	£330,262	£341,474	(£11,212)	£886,697

- 3.3. The number of Consultants providing additional cover has remained stable between the last and current quarters, the spend this quarter has increased by £11,212.
- 3.4. At the last meeting, the Committee asked that Assistant Directors provide additional information to show the top three outcomes that were to be delivered by each Consultant and Interim over the quarter, together with an indication to what extent the objectives have been met. The information added is shown in Columns Q – S of the Established Cover data in Appendix 1.
- 3.5. Appendix 1 also gives the details relating to the recruitment plans for those covering an established post which is vacant. Recruitment plans or the reason for a plan not being in place is shown for each Interim worker covering an established post.
- 3.6. A total of 29 Consultants and Interims have contracts that, at the end of Qtr1, are less than one year and average 7 months. A total of 31 Consultants and Interims have contracts that, at the end of Qtr 1, are over one year and average 25 months.
4. Comments of the Chief Finance Officer & Financial Implications
- 4.1. Whilst the report provides information only it does highlight to Members the continuing level of consultants in place across the authority and the financial implications of this.
- 4.2. The use of interims / consultants is likely to be required in any large organisation however it is critical that these contracts are closely monitored and managed to ensure that the Council receives the specified outcomes and that additional costs are minimised.



**Haringey**

5. Comments of the Head of Legal Services and Legal Implications
  - 5.1.
6. Equalities and Community Cohesion Comments
  - 6.1. Not applicable
7. Head of Procurement Comments
8. Policy Implication
  - 8.1.
9. Use of Appendices
  - 9.1. Appendix 1: Consultants / Interims Data Q1 April – June 2015
10. Local Government (Access to Information) Act 1985
  - 10.1.



**ESTABLISHED POSTS: APRIL TO JUNE 2015**

Contract Status	Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	Number of contract Extensions	Date of recruitment advert	If not currently advertised, give reason	VFM Flag & Net Annual Cost	Daily Rate	Estimated Actual Cost / Year	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not Met)
Established	COO	David Airey	Interim Head of IT	50004349	08/06/2015	04/09/2015	2	new	N/a	postholder in place for less than 3 months	£ 1,562	£ 586.00	£ 117,200	£ 115,638	The role covering Head of IT as an interim to support transition of ICT services into SSC. It will also lead the intelligent client function.	1)Smooth transition of ICT operational teams into SSC. 2)Design of the Intelligent Client Function. 3)Cover for Head of IT role	Fully Met
Established	COO	David Airey	Service Desk Supervisor	50097631	16/06/2014	30/10/2015	16	3	N/a	Covering secondment	£ 2,618	£ 229.36	£ 45,872	£ 43,254	The Role is covering the Service Desk managers post; who is Delivering enablement for SSC. The secondment is specifically to cover upgrade and implementation of the new Case Management System. Process to agree fixed term contract is underway.	1)Service Desk Manager role cover.	Fully Met
Established	COO	Kevin Bartle	Interim Head of Procurement	50004609	10/06/2015	10/09/2015	3	3	new	Post holder in post for 3 months only	£ 31,085	£677.36	£ 135,472	£ 103,387	Cover pending appointment of permanent role	1) Stabilise procurement operations 2) Review as-is procurement related issues 3) Develop recovery plan for procurement 4) Initialise supplier engagement programme, review quick win opportunities	Met
Established	COO	Stephen McDonnell	Sustainable Transport Manager	50190266	29/09/2014	26/09/2015	11	2	N/a	Future of the post is dependent on the outcome of the review of Highways & Street Lighting	£ 17,804	£ 471.00	£ 94,200	£ 76,396	To manage the Transport Plan	1)Sustainable Transport Plan 2)Managing Highways & Engineers	All met
Established	COO	Jacque McGeachie	HR Account Manager (DCE)	50230592	03/03/2014	10/09/2015	18	5	30/6/15 4th time of advertising Ad has open closing date to attract candidates .		£ 16,804	£ 457.00	£ 91,400	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1)Partner senior managers to design and develop a high performing organisation 2)Provide a consultancy service that delivers HR best practice 3)Ensure that the designated account area has a Workforce Plan in place & that it is delivered	All Met
Established	COO	Jacque McGeachie	HR Operations and Advice Manager	50219482	14/04/2014	31/03/2016	23	5	N/a	Post transfers to Shared Service Centre as part of transition, post to be advertised Jan 2016	£ 36,804	£ 557.00	£ 111,400	£ 74,596	The Consultant is covering the vacancy left by the promotion of the Head of HR Operations to the Head of the Shared Service Centre. The post will transfer to the SSC in August '15 & the consultant will be retained until the recruitment process is completed. The SSC	1)Line manage the Schools & Corporate ER teams 2)Develop an improvement plan for the Schools HR Team 3)Lead the HR Operations Team during the transition	All Met
Established	COO	Jacque McGeachie	Workforce Programme Project Manager (0.6)	n/a	09/01/2015	31/08/2015	7	1	20/07/15		£ 17,520	£ 600.00	£ 72,000	£ 54,480	Programme Managing the full Workforce Plan programme since appointment. Contract to be replaced by a fixed term contract post, advert .	1)Establish Workforce Plan Programme structure, governance & reporting 2)Work with Project Managers to develop detailed activity plans, comms plans, risk analysis and benefits for each project area 3)Improve project and programme management skills and abilities within the programme team & establish programme structure to handover to FTC appointment to manage in August.	All Met
Established	COO	Jacque McGeachie	HR Account Manager (COO)	50229424	18/05/15	30/11/15	6	0	30/6/15 4th time of advertising Ad has open closing date to attract candidates .		£ 17,204	£ 459.00	£ 91,800	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1)Partner senior managers to design and develop a high performing organisation 2)Provide a consultancy service that delivers HR best practice 3)Ensure that the designated account area has a Workforce Plan in place & that it is delivered	All met
Established	COO	David Airey	Senior PMO & Resourcing Officer	50107048	10/06/2014	30/09/2015	15	3	30/06/15		less than vacancy	£ 309.36	£ 61,872	£ 63,000	Covering vacant post. This post was advertised in June but we were unable to recruit due to lack of credible candidates. Further options are being reviewed as move to SSC.	1)Resource Planning Management; 2)Demand Management; 3)Support for IT Boards	Fully Met
Established	COO	David Airey	Application Packager	50097782	21/11/2011	31/08/2015	45	14		Post is to be deleted on 31 August 2015	£ 16,798	£ 349.36	£ 69,872	£ 53,074	Covering Vacancy; Leaving end of August;	1)Skills Transfer, 2) delivering support for 2008 upgrade 3) ICON system	Fully Met

Established	COO	David Airey	Infrastructure Engineer (Citrix specialist)	50123671	27/01/2014	30/10/2015	21	5	10/07/15		£ 24,823	£ 433.34	£ 86,668	£ 61,845	Technical Specialist covering vacant post pending permanent recruitment. Lack of this resource would have high operational impact on ICT service delivery. The post has been	1)Citrix Specialist Skills Support	Fully Met.
Established	COO	David Airey	Infrastructure Engineer (Citrix specialist)	50107068	15/10/2012	27/11/2015	37	10	10/07/15		£ 26,183	£ 440.14	£ 88,028	£ 61,845	Technical Specialist covering vacant post pending permanent recruitment. Lack of this resource would have high operational impact on ICT service delivery. The post has been advertised and interviews planned in August.	1)Citrix Specialist Skills Support	Fully Met.
Established	COO	David Airey	TDA (Sharepoint Specialist)	50097896	07/11/2013	31/12/2015	25	6	10/07/15		£ 17,581	£ 427.64	£ 85,528	£ 67,947	Technical Specialist covering vacant post pending permanent recruitment. Lack of this resource would have high operational impact on ICT service delivery. The post has been advertised and interviews planned in August.	1)Support and delivery of Sharepoint for Homes for Haringey - Strategic Housing; 2)Support Baud activity; 3)Ensure skills transfer to permanent staff.	Fully Met.
Established	COO	David Airey	Technical Specialist/Architect	50107074	15/10/2012	31/12/2015	38	10	10/07/15		£ 29,012	£ 470.55	£ 94,110	£ 65,098	Technical Specialist covering vacant post pending permanent recruitment. Lack of this resource would have high operational impact on ICT service delivery. The post has been advertised and interviews planned in August.	1)Delivering libraries Transition into corporate IT services, 2) Provide technical expertise for managed print contract, 3)Designing Citrix technical roadmap	Fully Met.
Established	COO	Kevin Bartle	Project Manager Finance	50188911	28/01/2015	31/12/2015	11	new		Once the current project has ended we will advertise the role at a lower cost	£ 33,668	£ 510.00	£ 102,000	£ 68,332	Filling a substantive role - Head of Debt Management	1)Consolidate debt management into 1 team; 2) reduce overall council debt; 3) implement new debt management system	Partially
Established	COO	Sergio Sgambellone	Interim Programme Lead for Customer Services Transformation	50214073	01/10/2014	30/10/2015	12	0		Recruitment for the new structure has been put on hold for now.		£ 850.00	£ 170,000	£ 79,392	Critical capacity to lead integration and derived restructure of Customer Services, Libraries, Revenue and Benefits in order to deliver MTFS related savings.Capacity in programme management of the transformation of Marcus Garvey and Wood Green Libraries together with the rescoping of 48 station rode service centre as per Cabinet agreement in March 15 and the allocation of £5.08m	1)Complete consultation on restructure and start of recruitment process. 2)Sign off of designs for Marcus Garvey and Wood Green Libraries. 3)Development of strategy for Bruce Castle and its operational handover to Priority 2.	All fully met
Established	COO	David Airey	Head of Supplier Management	50065107	16/02/15	31/08/15	6	new	N/a	Role will end on 31 August 15	£ 43,604	£ 600.00	£ 120,000	£ 76,396	The role is currently covering the secondment of the permanent postholder who is supporting BIP. The role will end in August once handover is complete and seconded resource returns to the service.	1)Provide procurement support for business as usual activities; 2) Provide input in wide area network procurement project; 3)Provide input and support for Financial Procurement Dashboard.	Fully Met.
Established	COO	David Airey	Project Delivery Manager	50107001	04/01/2010	31/08/2015	67	17		Covering secondment	£ 13,072	£ 409.36	£ 81,872	£ 68,800	Covering internal secondment for CST Transformation. This post will be advertised as the secondment comes to an end.	1)Delivering outcomes of Face 2 Face libraries project within CST; 2)Libraries Refurbishment; 3)Libraries IT system integration into IT	Fully Met
Established	COO	David Airey	Web developer	50107032	03/02/15	31/12/15	10	1	01/07/15		less than vacancy	£ 269.29	£ 53,858	£ 57,075	To provide specific skills around web development which are hard to find in the market; The post has been recently advertised and only one application was received which didn't meet the criteria.	1)To deliver Web content management systems; 2) To provide skills transfer with permanent staff; 3) Development of Internet and Intranet	Fully met
Established	DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	27/10/2014	30/09/2015	11	1	Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015	offer to convert to permanent. Should be in post by 31.9.2015	£ 877	£ 323.00	£ 64,600	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met
Established	DCE	Wendy Hewlett	Head of Service (Safeguarding & Support)	50160510	27/04/15	16/10/15	5	1		reconfiguring service	£ 1,505	£ 536.69	£ 107,338	£ 105,833	The new post which will sit under the new Head of Service - Direct line management of 6 team managers and overall responsibility for the work within the service area	1) New JD/ Person Spec to be finalised in August 2)Advert to be placed in Community Care 3)Interviews/recruitment for September	Partially - not met - not met
Established	DCE	Wendy Hewlett	Interim Head of First Response	50236829	22/06/15	30/09/15	3	0		reconfiguring service	less than vacancy	£ 400.00	£ 80,000	£ 86,214	The new post which will sit under the new Head of Service -Direct line management for 6 team managers and overall responsibility for the work within the service area	1)New JD/ Person Spec to be finalised in August 2)Advert to be placed in Community Care 3)Interviews/recruitment for September	Partially - not met - not met
Established	DCE	Anton Francic	Head of Governors Support	50083065	02/09/2013	30/09/2015	24	24	15/07/15	No applicants to July advert, to be re-advertised in Sept. 15	£ 47,590	£ 541.64	£ 108,328	£ 60,738	Post is to be deleted on 30 Sept and will be replaced by a School Improvement Adviser (Governors Support). Post to be re-advertised in the new school year.	1) Establishment of relationships between Head teachers & local authority 2) Implementation of a new system for recording & reporting on membership of Governng bodies 3) Ensured the smooth transition of Schools buy-in to services via the Schools Portal	Fully met

Established	DCE	Neelam Bhardwaja	CP Advisor	50003749	30/04/12	30/09/15	41	9	Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015	offer to convert to permanent. Should be in post by 31.9.2015	less than vacancy	£ 301.00	£ 60,200	£ 64,750	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met
Established	DCE	Patricia Bourne	Interim Service Manager, MASH and Screening	50003393	13/05/15	06/11/15	5	1	Rolling recruitment in place for team managers starting in June and recruitment evenings held in July		less than vacancy	£ 324.00	£ 64,800	£ 65,098	Screening/MASH manager is required to ensure the LA meets it safeguarding responsibilities in a timely manager and ensuring children are safeguarded and/or sign posted at the earliest opportunity. This will enable prompt and robust decision making, adequate capacity to meet staff supervision and continued expertise in manager the front door.	To embed recruitment/workforce strategy. To cost effectively recruit to post permanently. To ensure staff recruited are retained	New recruit from June
Established	DCE	Jon Abbey	Head of Safeguarding & Support	50160510	22/10/2014	31/03/2016	17	3		Head of Service has been appointed and will start in August.	£ 40,424	£ 647.00	£ 129,400	£ 88,976	Wendy is currently acting as Head of Service across the the Front Door and Safeguarding and Support until the permanent Head of Service is appointed. This is a key operational post. Once the post has been filled with a permanent member of staff, Wendy will become Head of Service Improvement with a remit to lead the changes to social care policy, practice and process that will see us get to 'good'	1. Remodelled Front Door 2. High quality CiN and CP work 3. Development of Service Improvement action plan	1. Partially - on track 2. Fully - needs to be maintained 3. Partially - on track
Established	DCE	Gill Gibson	HoS Early Help & Prevention	50229979	25/11/2014	31/10/2015	11	2	N/a	Will not be advertising this post. Was kept on following the recruitment of the permanent HoS to give capacity for the launch of the Early Help consultation; the new structure will go live in October 2015.	£ 44,413	£ 536.00	£ 107,200	£ 62,787	Appointed to support a number of complex and high risk projects against a clear and diminishing timeline which will result in the timely and effective implementation of a new and integrated Early Help offer.	1. Lead on design of restructure of Early Help & Prevention, YCP & Youth Justice to create EH Locality model & Targeted Response & Youth Justice 2. Lead on formal staff consultation, and oversee implementation of restructure including assessing and mitigating risks, working closely with HR and Unison and Finance to achieve appropriate resourcing reductions in accordance with the available financial envelope. 3. Lead development of comprehensive outcomes framework that reflects Corporate priorities, central government targets (Troubled Families) & service Performance indicators	Fully Met Structure is finalised within financial envelope Implementation is in progress and on target for completion by end Sept 2015 Outcomes framework is to be signed off at EH Partnership Board. Further refinement will be needed as integrated partnerships develop.
Established	DCE	Neelam Bhardwaja	Head of Service Safeguarding & Quality Practice	50216589	05/01/2015	02/10/2015	8	1	will be advertised in October 2015		£ 38,224	£ 636.00	£ 127,200	£ 88,976	To continue to meet Council's priorities by providing a strategic lead for practice development; CPCC/IROs; LSCB; LADO and to lead on the implementation of legislation and policy.	Strategic lead for practice development Principal Social worker Lead on implementation of legislation & policy	All met
Established	DCE	Beverley Tarka	Deputy Director/Transformation Programme Manager	50012354	06/10/2014	30/09/2015	11	3	Autumn 2015	Covering temporary promotion. Post now vacant permanently, scope of new post under discussion.	£ 13,472	£ 750.00	£ 150,000	£ 136,528	To deliver MTFP and associated service reconfiguraion under transformation programme	1)To complete consultation on service change. 2) To deliver coproduction workshops and alternative delivery models. 3) To deliver report to cabinet in november on service proposals	partially
Established	DCE	Neelam Bhardwaja	Child Protection Chair	50003749	05/06/2014	30/09/2015	15		Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015		£ 12,013	£ 374.00	£ 74,800	£ 62,787	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met
Established	DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	10/11/2014	30/09/2015	10	2	Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015	offer to convert to permanent. Should be in post by 31.9.2015	less than vacancy	£ 301.00	£ 60,200	£ 84,188	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met

Established	DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	18/12/2014	30/09/2015	9	1	Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015		£ 877	£ 323.00	£ 64,600	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met
Established	DCE	Neelam Bhardwaja	Independent Reviewing Officer	50003748	03/02/2015	30/09/2015	7	2	Dec, 2014, Jan 2015, May 2015, expression of interviews in July 2015		£ 8,077	£ 359.00	£ 71,800	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	All met



**TRANSFORMATION POSTS APRIL TO JUNE 2015**

Contract status	Directorate	Hiring Manager (Asst. Director)	Job title	Post number	Start date	End Date	Contract length (Months)	Number of contract Extensions	Date of recruitment advert	Daily Rate	Estimated Cost / Year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
Transformation	COO	Jacque McGeachie	Head of People & Change	n/a	30/09/2013	31/08/2015	23	3	Closing date 13/7/15. Interview process underway	£ 754.00	£ 150,800	Post has provided a level of employee relations experience not existing in the Council during a period of organisational change. The contractor provided support to SLT during the restructure process and has recently taken over the management of all Schools related ER work.	1)Act as professional lead for employee relations 2)Provide leadership to the HR Account Managers 3)Provide high level HR support to Council senior managers in complex cases	All met
Transformation	COO	Jacque McGeachie	Head of Workforce Devpt.	n/a	26/02/2014	31/12/2015	22	3	Closing date 13/7/15. Interview process underway	£ 600.00	£ 120,000	The first council wide Workforce Plan was introduced at the end of last year and this post leads on the implementation of the plan	1)Tier 3 review 2)My Career portal 3)New performance appraisal process	Partially met as timeline is to fully complete by 31.12.15
Transformation	COO	Jacque McGeachie	HR Account Manager / Priority 1 Consultant (0.8)	n/a	01/09/2014	20/08/2015	11	2	N/a	£ 600.00	£ 96,000	Providing additional Account Manager support to Children's Services. Also covering H54K transformation post. Post will end in August and will not be replaced in HR.	1)Develop & implement a CYPS workforce plan 2)Lead on all recruitment initiatives	Partially
Transformation	COO	David Airey	BIP Programme Director	n/a	10/03/2014	31/12/2015	21	1	N/a	£ 840.00	£ 168,000	The Business Infrastructure Programme (BIP) is a highly complex programme requiring strong, IT, Change, Programme Management and support service transformation experience. Approximately £7.8m MTFs and significant performance improvement are dependent on the successful delivery of the programme. Brining in an external expert is critical to ensure experiences within other local authorities is leveraged and time scales for implementation are reduced.	1 - Transitioning from project to a permanent Shared Service structure 2 - Establish the second phase of the programme and oversee resource requirements 3 - Oversee the develop the Investment requirements for the next phase of the programme.	Fully Met
Transformation	COO	David Airey	Lead Business Analyst	n/a	26/02/2015	31/08/2015	6	0	N/a	£ 508.50	£ 101,700	Supporting the delivery of a new Operating Model for Procurement and Commercial Functions. Identification of savings and the establishment of the right team to deliver the corporate purchasing outcomes	1 - Documentation of the as-is process for procurement 2 - Development of a project mandate 3 - Identification of resources to support implementation of a future operating model	Fully Met
Transformation	COO	David Airey	Senior Project Manager Finance	n/a	01/08/2014	31/03/2016	19	1	N/a	£ 600.00	£ 120,000	The Senior Project Manager Finance has experience in Transformation specifically in finance. They will work alongside the Service and BAs to achieve a smooth transition to a shared services environment and associated technology enhancements. The work this interim will complete includes: Delivering workshops and contributing to the Target Operating Model , Stakeholder Management.	1 - Transitioning the finance function into the SSC 2 - Completion of a proof of concept for Financial budget forecasting 3 - Completion of contractual arrangements for financial budget forecasting.	Fully Met

Transformation	COO	David Airey	Web Portal Officer	n/a	26/05/2015	26/08/2015	3	0	N/a	£ 259.90	£ 51,980	An experienced Web Content Officer was required to work alongside all the Functions in SSC and the Change and Training Manager in BIP/SSC to manage and assist the consolidation and cleansing of content from the SSC functions into a new area on our current Content Management System (CMS), to review and approve content submitted for publishing via the CMS - ensuring that they continue to meet the highest level of accessibility and usability and to provide assistance to services in publishing content on the intranet and other online channels. The role is required as the customer services project is currently using all available resources that could otherwise do this work	1 - Development of an Intranet Design for the SSC 2 - Development of the technical design for the SSC 3 - Agreement of design and layout at BIP Board	Fully Met
Transformation	COO	David Airey	Change Manager	n/a	29/04/2015	31/08/2015	4	0	N/a	£ 600.00	£ 120,000	To progress the work of the vacant Communications Manager post & oversee Training in preparation for SSSC Go-Live. The Training Manager's remit covers : Stakeholder Engagement, reviewing and validating local training materials and courses, detailed Training Needs Analysis (TNA), coordinate, develop and deliver bespoke training programmes to meet skills needs identified in the detailed training needs analysis and work closely with the Functions and Content Developers to manage and review training material development.	1 - As-Is analysis to determine how many people are undertaking these types of function and in what areas to help develop a future model 2 - Developing a team to drive the implementation 3 - Development of a detailed plan.	Fully Met
Transformation	COO	David Airey	Programme Delivery Manager	n/a	20/01/2015	31/12/2015	11	1	N/a	£ 572.00	£ 114,400	To ensure successful project delivery within time and budget and deliver the financial savings required. The role also oversees and co-ordinates the regular reporting of programme progress, financial management, benefits realisation, risks, issues and status to ensure Senior Managers, Chief Executive and the BIP Programme Board have accurate and timely information.	1 - Support and challenge risk areas surrounding the implementation of the SSC 2 - Provide critical challenge sessions to all functions migrating into the SSC 3 - Develop an operational go-live checklist for functions migrating into the SSC	Fully Met
Transformation	COO	David Airey	Project Manager	n/a	27/01/2015	27/01/2016	12	0	N/a	£ 630.00	£ 126,000	The Project requires an experienced manager who has implemented this type of project before , The appointment of an experienced PM will help ensure a successful implementation but will also lead to less risk and costs as previous tools, models and templates will be re-used to decrease costs and time scales.	1 - Establishment the team to implement the Business Support Project 2 - Development of a Plan for BSS 3 - Complete As-Is Mapping for BSS roles throughout council	Fully Met
Transformation	COO	David Airey	Senior business analyst	n/a	16/03/2015	30/11/2015	8	0		£ 522.00	£ 104,400	To: Engage with the Group Executives, ICT and other business functions, prioritise projects and resources whilst utilising the resources from the I.T. support function and overseeing design and implementation to the projects as required. The role aims to ensure best practices are incorporated in the larger technical projects so they are successfully implemented and lead to less risk for council.	1 - Support the implementation of the Shared Service. 2 - Oversee the implementation of the Case Management Technical solution for the SSC 3 - Oversee the implementation of the Intranet and IVR (telephony) implementation for the Shared Service.	Fully Met

Transformation	COO	Catherine Illingworth	Hg Transformation	Programme Facilitator, Future Housing Programme	09/10/2014	31/10/2015	12	2	n/a	£ 870.00	£ 174,000.00	To undertake the Programme Facilitator role for the future housing delivery model	1) To produce a Cabinet report for September relating to the future housing model 2) Support a steering group of Members looking at the model 3) To provide advice and guidance for the feasibility study looking at the borough wide development vehicle	
Transformation	Regen, Planning & Dev	Lyn Garner	Programme Director, Tottenham Regeneration	n/a	02/01/2014	31/10/2015	21		interview panel held 16/7/15 Post offered, perm postholder starts 5/10/10	£ 900.00	£ 180,000	to undertake senior role on Tottenham Regen programme		

**ADDITIONAL SUPPORT POSTS APRIL TO JUNE 2015**

Contract Status	Directorate	Hiring Manager (Asst. Director)	Job title	Start date	End Date	Contract length (Months)	Number of contract Extensions	Date of recruitment advert	Daily Rate	Estimated Cost / Year	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
Additional support	COO	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/2011	08/08/2015	48	u/k		£ 290.00	£ 58,000	Provides specialist advice and support for software (Confirm), building asset database, IT solution for NAT and training team. Mobilisation of Highways contract and mobile working support.	1) Street lighting inventory leading to energy savings 2) Meeting the accountancy regulations in regards to assets. 3) Contract process improvements leading to efficiencies and implementation of new CDM requirements (Health & Safety)	All fully met
Additional support	COO	Stephen McDonnell	Violence against Women & Girls Project Co-ordinator	23/12/2014	20/10/2015	9	2		£ 200.00	£ 40,000	The project is rapidly expanding & there is a capacity issue with progressing key areas of work in redesigning the referral pathway for domestic violence, organising the lead the commissioning arrangements for services, developing the strategic response to violence, & coordinating the multi agency partnership	1) Delivery of the harmful practices working group. 2) White Ribbon developments/delivery 3) Supporting the strategic lead in the delivery of the VAWG delivery plan	All Met
Additional support	COO	Stephen McDonnell	Domestic Violence Strategic Manager	02/06/2014	20/10/2015	16	4		£ 395.00	£ 79,000	To be incorporated in the Community Safety restructure during Q1 2015. Part funded through MOPAC	1) Development of IDVA services. 2) Ensure timely delivery of the VAWG delivery plan across the Council 3) X2 Domestic Homicide Review	All Met
Additional support	COO	Stephen McDonnell	Integrated Offender Management Offender Strategic Lead	02/09/2013	31/10/2015	25			£ 450.00	£ 90,000	Working with the Met at Wood Green Police Station (IOM Activity) and supporting the implementation of Shield.	1) To support the implementation of shield through the IOM and project officer 2) To recruit the IGU lead an management through IOM 3) Continue to deliver MOPAC 7 objectives in line with funding arrangements	All Met
Additional support	DCE	Beverley Tarka	Service Manager (Commissioning)	19/08/2013	26/08/2015	24			£ 535.00	£ 107,000	Post is grant funded for the Care Act. The plan is for successful negotiation in reduction in rate so that activity can be focused on embedding systems and processes re Care Act Phase 1 internally and externally.	1) Identify supports in service to deliver with project officers. 2) Produce action plan on areas relating to areas identified in the plan. 3) Gather information from leads forum relating to identified areas in the plan.	partially met
Additional support	COO	Stephen McDonnell	Project Lead: Shield	01/04/15	31/03/16	11	1		£ 675.00	£ 135,000	Lead officer for high profile project	1) Identify community leads 2) Launch project	All fully met
Additional support	COO	Stephen McDonnell	Programme Manager	22/04/15	31/08/15	4			£ 750.00	£ 150,000	Overseeing Priority 3	1) Set up P3 Programme Board 2) Review governance arrangements	All fully met
Additional support	COO	Stephen McDonnell	Project Manager	02/06/15	01/09/15	2			£ 520.00	£ 104,000	Expertise needed to design a new TOM for Highways and Street Lighting Services	1) Project brief 2) Benchmark service 3) Gap analysis of current service arrangement	All fully met
Additional support	COO	David Airey	Exchange Specialist - Evergreening	20/08/2013	31/12/2015	28	5	N/a	£ 416.00	£ 83,200	This is additional project resource, technical lead/architect for the Upgrade to Exchange 2010 and of the council email service.  Without this resource we will be unable to complete the migration to Exchange 2010. The council is likely to fail in meeting mandatory requirement of Public Sector Network (PSN). It will not be able to upgrade our infrastructure to supported environment which will have further impact on the councils ability to connect to PSN and GCSX services. The staff is also providing additional support to permanent staff and help develop their skills and experience.	1) Migration to Windows Server 2008, 2) Supported platform Transition to 2010;	Fully Met
Additional support	COO	David Airey	Infrastructure Manager	01/06/2011	04/09/2015	51	12		£ 499.36	£ 99,872	This role is currently providing additional capacity to cover technical expertise in absence of TDA and other infrastructure roles.	1) Support Procurement Activity; 2) Managing ICT Portfolio; 3) Managing demand with BIP; 4) Managed Print, Libraries transition Procurement activity	Fully Met.
Additional support	COO	David Airey	Infrastructure Engineer	30/01/14	27/11/15	21	4	N/a	£ 407.13	£ 81,426	The role is providing additional capacity, in supporting Technical Project Manager.	1) Support for Evergreening project; 2) Support for energy efficiency programme	Fully Met

Additional support	COO	David Airey	Project Manager	07-Apr-15	30/09/15	5	1		409.00	£ 81,800	Covering CST business analyst secondment.	1)Managing managed print contract; 2)provide support to Libraries project for technical requirements; 3)Supported technical platform for upgrade of libraries system	Fully met	
Additional support	DCE	Neelam Bhardwaja	Interim Manager, Conference & Review	02/04/2014	04/09/2015	17	5	29.7.2015	£ 464.00	£ 92,800	This post manages CP chairs and IRO teams, to ensure that we were operating within our statutory obligations for safeguarding children.	1) Ensuring statutory compliance 2) Responding to ofsted Recommendations 3) Service Improvement	All met	
Additional support	DCE	Jon Abbey	Consultant	01/10/2014	31/03/2016	17		N/a	£ 819.00	£ 163,800	appointed as an independent evaluator to lead quarterly reviews of CYPS (early help and social care). He undertook his first review in December and is due to work with us for a total of approximately 18 months as we seek to drive up standards in children's.	1)Independent evaluation of the social care service, recommendations from this evaluation led to a number of improvements in the service and the outcomes for service users. 2) Same as above for early help and as the evaluation has been concluded very recently, recommendations are still under consideration to progress to the implementation stage. 3) An individual case review of the case where the child had died and this review is feeding into the multi agency serious case review to improve partnership working.	all met	

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Report for:	Staffing & Remuneration Committee	Item Number:	
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Title:	Proposed New Senior Pay Principles and Grading Structure
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Report Authorised by:	Nick Walkley - Chief Executive and Head of Paid Service <i>N. Walkley</i>
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Lead Officer:	Jacquie McGeachie – Assistant Director, Human Resources
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Ward(s) affected: All	Report for Key/Non Key Decisions: N/a
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- 1 Describe the issue under consideration
  - 1.1 On the 26 November 2013 the Head of Paid Service, following a period of consultation, reported to Corporate Committee his intention to implement a new senior management structure. The committee noted the report and the structure implemented during 2014.
  - 1.2 As part of implementing the new senior management team structure the Head of Paid Service asked for a review of the Council's approach to Reward including pay and grading structures. At the Staffing and Remuneration Committee on the 16 December 2014 the following decisions were resolved:
    - 1.2.1 That the vision, objectives and benefits of the Modern Reward Strategy project as outlined in the circulated report and appendices be noted;
    - 1.2.2 That a review of the Council's pay and grading structure be undertaken with the objective of implementing a single pay and grading structure using one job evaluation scheme to be implemented by April 2016, be agreed;
    - 1.2.3 That a review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on Soulbury terms and conditions) to be implemented by April 2016, be agreed;
    - 1.2.4 That a review of Chief Officer/Senior Managers pay and grading to be implemented by 1 April 2015, be agreed;

- 1.2.5 That the development and implementation of job families and generic role profiles as part of the new pay and grading structure, be agreed;
- 1.2.6 That it be noted that a savings target had not been attached to the detailed project; and
- 1.2.7 That the Staffing and Remuneration Committee be kept informed of progress of the project and that any proposed changes to employees' terms and conditions of employment to be brought back to the Staffing and Remuneration committee for consideration and approval.
- 1.3 The outcome of the review in April 2015 was that structural changes need to be made to the pay and grading structure. This report deals with the overall Reward Principles, Senior Managers (Chief Officers) Reward Principles and the methodology by which pay ranges and pay will be determined using an annual cycle of events.
- 1.4 The purpose of this paper is to have a sustainable remuneration policy that is aligned to Council objectives and priorities. It is important that we establish a properly managed system of remuneration, which is also easy to understand and communicate.

## 2 Recommendations

The Staffing and Remuneration Committee will:

- 2.1 Approve and agree the implementation of the Reward Principles as detailed at Appendix A – Reward Principles.
- 2.2 Approve and agree the implementation of the pay structure for senior managers as detailed at Appendix B – Pay Structure.
- 2.3 Agree a period of 30 days consultation with senior managers as shown in Appendix F – Timeline, of the report.
- 2.4 Approve and agree that any pay progression will be contribution led based on individual, team and organisation performance as outlined at 3.8.2 of the report.
- 2.5 Agree to break the link with national pay bargaining and the outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC). This does not preclude the Staffing & Remuneration Committee in taking their recommendations into account when considering future pay awards for this population.
- 2.6 Agree an annual agenda and timetable by which the Staffing and Remuneration Committee will plan, agree and review pay within the Council.
- 2.7 Agree for the Head of Paid Service to manage any anomalies (including recruitment and retention supplements) that may occur utilising the principles as referred to at 3.7 and 3.8 of the report. The Head of Paid Service will report to the next available S&R Committee Meeting instances where this discretion has been exercised.



### 3 Background Information

3.1 The Workforce Plan is being implemented concurrently with the Corporate Plan and one of its key elements focuses on a review of the Council's reward systems. As the Council continues its programme of change it is important to ensure we continue to operate a fair, transparent and affordable pay arrangement. We need to ensure that through this challenging period we recognise, attract and retain the right skills and knowledge. The Council's experience in recruiting over the last year, particularly to senior posts, has confirmed the need to implement a pay and grading structure that provides the organisation with the opportunity to make consistent and fair decisions when discussing and agreeing pay. Given the challenges faced by the Council and the programme of change set out in the Corporate Plan it is also important that Members remain at the heart of the proactive management of pay and grading structures. To do this the Staffing and Remuneration Committee (S&R) role is to review the reward systems, and on an annual basis set clear direction and parameters based on recommendations from the Head of Paid Service.

### 3.2 Reward Strategy

The Modern Reward Strategy aim is to develop a reward package (pay and benefits) that will attract and retain high calibre individuals and which will demonstrate the link between good value and organisation outcomes for the Council.

### 3.3 Modern Reward Strategy – Context for Senior Management Pay

This report focuses on the Senior Managers pay arrangements as phase 1 of the project that will see our workforce rewarded in an appropriate way for the work they carry out on behalf of the Council, enable transformational change; and bring together the majority of the workforce into a single, consistent and logical pay and grading structure.

There are a number of allowances paid to members of the senior management population, e.g. London Weighting Allowance; which are legacies of previous approaches to pay determination and that we no longer feel to be relevant in the context of the Modern Reward Strategy.

We shall address these payments as part of the consultation with senior managers and consolidate wherever possible.

Teachers and employees on Soulbury or NHS terms and conditions are out of scope of this paper.

### 3.4 Active Reward Management

Haringey, as have other London Boroughs, has adopted a passive approach to their reward proposition for their workforce in the past which, in part, has brought us to our current position.

The purpose of this paper is to have a sustainable remuneration policy that is aligned to Council objectives and priorities. It is important that we establish a

properly managed system of remuneration, which is also easy to understand and communicate.

To this end it is our intention to develop an annual timetable of agenda items for the S&R Committee so that pay decisions, supported by the expertise of Finance and Human Resources, get the scrutiny they need and become an established part of our Council governance.

S&R Committee will continue to take the recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) into account when considering future pay awards for this population but will not have to formally follow them as a result of this process.

### 3.5 Job Levels, Job Families and Pay Structures

Human Resources have started to categorise all roles within the Council into job levels and job families. Not only will this make it easier to make comparisons with the external market but it will also enable staff to identify career paths and opportunities for self development within the organisation. This will underpin the work of the Haringey Academy.

The pay structure is based on the principles laid out by the Modern Reward Strategy, i.e. no grade overlap, one grade for each 'step' in job size, etc. The pay structure for senior managers and the Tier 3 review is set out in Appendix B – Pay Structure.

Details of the job levels and job families are included in Appendix C – Job Levels; and Appendix D – Job Families.

### 3.6 Reward Principles

The vision of the Modern Reward Strategy is set out in our reward principles which we have produced with the aim of applying a fair and consistent approach to reward, both pay and benefits, for all employees, as detailed at Appendix A – Reward Principles.

### 3.7 Overall Principles

- a) We will aim for consistency and fairness in the processes we use to manage reward.
- b) These processes include, inter alia, job evaluation, assessment of an individual's contribution, and the calculation of pay awards.
- c) We will ensure that our reward processes and policies are transparent and accessible to all employees.
- d) As far as possible, remembering that pay is a sensitive and confidential topic for many people, we will be clear about how pay is determined by the Council. We will also brief managers so that they are able to articulate Haringey's reward principles to their teams.

- e) We will be mindful of the external market in making decisions about pay and benefits.
- f) We cannot operate in isolation when we are competing for talent in the London labour market, one of the most demanding and competitive in the country. Neither will we slavishly follow benchmarks or trends over which we have no control.
- g) We will be clear about how we recognise and reward performance, whether at organisation, team or individual level.
- h) We will retain a core set of benefits for all employees.

### 3.8 The principles that relate to Senior Managers

#### 3.8.1 Base pay will be determined by:

- a) The role and where it sits in the organisation. All senior management roles will be evaluated using the Hay Group Guide Chart methodology.
- b) Reference to the external market, through regular participation in relevant pay surveys.
- c) Individual factors, including capability in the role demonstrated through growth in skills or role.
- d) Relevant internal pay comparisons.
- e) Pay bands for senior management will consist of open ranges without incremental points.
- f) Regular participation in pay surveys will give us an understanding of Haringey's position in the marketplace, year on year, and will be an important element of information when considering annual recommendations from the SLT, Finance and Human Resources.

#### 3.8.2 Pay reviews will be managed as follows:

- a) Base pay for the senior management population will be reviewed, but not necessarily increased, annually.
- b) The amount available for the pay review process is determined by what Haringey can afford. The budget for senior management pay reviews will be set by the Staffing & Remuneration Committee based on the recommendations of the Senior Leadership Team (SLT), Finance and Human Resources.
- c) Progression through the pay band will not be automatic and will be determined by recommendations from the SLT.
- d) It is important that we continue to recognise an individual's contribution to Haringey by aligning our reward strategy to successful outcomes. To that end we are recommending some changes to our current practices that reinforce the message that solid contribution, measured in terms of results

and behaviours, is recognised by progression through the pay band. Equally pay progression will only be considered where an individual's contribution is acceptable and has been evidenced as such. The Head of Paid Service will oversee this process and manage any anomalies in accordance with our Reward principles.

### 3.8.3 Pay on appointment

Hiring managers will be provided with relevant pay data by Human Resources prior to any appointment. This will assist in forming a view about the pay range within which Haringey is prepared to appoint. Account will be taken of any internal pay relationships, with respect to staff doing the same or similar roles. Human Resources will continue to support hiring managers to ensure that decisions around appointments, including pay, are fair, reasonable and robust.

### 3.8.4 Pay review dates

The main pay review for senior management will normally be in April each year, however, provision will be made for a supplementary review in October to review, but not necessarily increase, the pay of individuals who for one reason or another were not eligible for a pay review in April. Such awards will not be backdated.

Pay reviews for appointments at this level would not normally be considered to be appropriate if the individual is still in their probationary period. In this situation, however, a pay award may be considered in October if the individual has successfully completed their probationary period and there is evidence an acceptable contribution level in our new appraisal process, "My Conversation".

## 3.9 Senior Pay Structure

### 3.9.1 Job Evaluation

A job evaluation exercise has been carried out using the Hay Group Guide Chart Methodology as agreed with the Staffing and Remuneration (S&R) Committee in July 2015.

The Hay Group methodology examines each role under eight factors grouped into three dimensions, Know-How, Problem-Solving and Accountability; to reach a total score.

We will use the job evaluation methodology not only to determine the appropriate level and pay band for each role but also bench test the integrity of the underlying design of the job and organisation structure.

### 3.9.2 How contribution based pay awards work

- a) Pay progression through the pay band will be used to recognise an individual's contribution to the Council. Contribution in this context is taken to mean the combination of the results the individual has achieved and the behaviours that they have demonstrated.

- b) Evidence of both factors will be gathered through Haringey's new appraisal process "My Conversation".
- c) An illustration of how we could differentiate different levels of contribution, and reinforce the importance of results and behaviours is shown in Appendix E – Pay Progression.
- d) The percentages shown in this matrix can change from year to year according to the changing emphasis on results or behaviours; and the amount available for pay awards. The same grid, however, must be used for everyone one who is reviewed in the year both in April and October.
- e) It is important that individuals comply with the Council's processes and procedures. Therefore, if there is no evidence of satisfactory contribution, available from "My Conversation", a pay award should not be made.

### 3.10 New style employment contracts

During the autumn a new senior manager's contract will be written. It is anticipated at this time there will be no fundamental changes but more a modernising of the contract itself. The employment contract will set the tone and standards by which both parties agree to adhere to as part of their relationship. Haringey has not reviewed these for some years, and in conjunction with Legal Services, Human Resources has commissioned a piece of work to develop a new contract based on emerging best practice to reflect the relationship the organisation will wants to have with its senior managers in the immediate future and for the next five years.

### 3.11 Trade Union engagement

We have kept Trade Union representatives fully briefed with the progress of the Modern Reward Strategy through regular meetings and updates. We agree that the focus of this report, the senior management group, is outside the population covered by collective agreement.

### 3.12 Consultation with Senior Managers

3.12.1 Whilst it is recognised that on the recommendations of the Head of Paid Service, the Staffing and Remuneration Committee agree the pay structures for the organisation, there will be a formal consultation period. This consultation period will invite senior managers who are identified as SM1 grade and above to comment on:

- a) The consolidation of two elements of pay currently used. These are known as Consolidated Allowance of £2,489 per annum for Chief Officers and £2,285 per annum for Senior Managers and London Weighting Allowance of £1,812 per annum. The proposal is for these elements to cease as separate elements and to be included in base pay.

- b) For information the total base pay figure for the senior management population is £6,480,440 and the total cash figure (i.e. base pay plus allowances) is £6,856,694. This is 8.72% of the Council's pay bill.
- c) London Weighting Allowance is a pensionable element so there will be no impact on the on cost figure for the Council.
- d) The Consolidated Allowance is a non-pensionable element so the effect of including this in base pay will be to increase our on cost by approximately £40,000.
- e) The implementation of the Reward Principles
- f) An explanation of contribution based pay,
- g) A consequence of the consultation will be to break the link with national pay bargaining and the outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC). This does not preclude the S&R Committee in taking their recommendations into account when considering future pay awards for this population.

3.12.2 The approach and timeline for the consultation with senior managers is shown in Appendix F – Timeline. The approach to consultation is as follows:

- a) Consultation letter emailed to all individuals in the senior management group. FAQs to be included in this.
- b) Briefing pack prepared for CLG members to take through with their affected team members.
- c) Dedicated email address for specific queries
- d) Drop in sessions with the Reward team

#### 4 Comments of the Chief Finance Officer & Financial Implications

- 4.1 The Chief Finance Officer has been consulted on this report and as a result has considered provisionally the financial implications for the Council. The detailed calculation to compare resulting projected costs with available budget cannot be completed until it is known how individual current posts will be affected by the proposed Senior Pay principles and Grading structure.
- 4.2 However, and at this stage, the Chief Finance Officer can confirm that the cost of the new structure is broadly similar to the cost associated with the current structure based on the assumptions made about how the current cohort will assimilate into the new grading structure.
- 4.3 The further report to be presented to the Staffing & Remuneration Committee later in the financial year will recommend changes to employees' terms and conditions of employment for consideration and approval. Included in that report will be the detailed financial analysis and consequent implications for the Council's budget should the recommendations be approved.

5 Comments of the Head of Legal Services and Legal Implications

5.1 Some of the proposed changes will be changes to the contracts of senior managers e.g. the breaking of the link with national pay bargaining , the consolidation of Consolidated Allowance and London Weighting allowance into base pay. Unless senior managers' existing contracts allow such changes to be made without the employees' agreement then if the Council decides after consultation to implement these changes then it will be necessary to either obtain the agreement of the affected employees to them or to terminate the contracts of those employees not agreeing the changes, offering them new contracts incorporating the changes. Carrying out the proposed consultation will reduce the risk of successful unfair dismissal claims being brought by those managers whose contracts are terminated.

5.2 Currently senior managers' contracts do not provide for contribution based pay. The proposed new senior managers' contract will need to contain an appropriately drafted clause dealing with contribution based pay.

6 Equalities and Community Cohesion Comments

6.1 All proposals will be supported with a full Equalities Impact Assessment as detailed at Appendix G in the report.

7 Head of Procurement Comments

7.1 There are no procurement implications.

8 Policy Implication

8.1 As a result of any changes to the reward principles and pay structures the Pay Policy will require revising and approval by Full Council. It is anticipated that this will be at the February 2016 Full Council.

9 Use of Appendices

9.1 Appendix A Reward Principles

Appendix B Pay Structure

Appendix C Job Levels

Appendix D Job Families

Appendix E Pay Progression

Appendix F Timeline

Appendix G Equality Impact Assessment

10 Local Government (Access to Information) Act 1985

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## Reward Principles

### Overall Reward Principles

Haringey aims to apply a consistent and fair approach to reward for all employees, in line with the following principles:

- We will aim for consistency and fairness in the processes we use to manage reward.
- We will ensure that our reward processes and policies are transparent and accessible to all employees.
- We will be mindful of the external market in making decisions about pay and benefits.
- We will be clear about how we recognise and reward performance, whether at organisation, team or individual level.
- We will retain a core set of benefits for all employees.

### Senior Management Reward Principles

1. Base pay determination
  - Base pay will be determined by:
    - The role and where it sits in the organisation. All senior management roles will be evaluated using the Hay Guide Chart methodology.
    - Reference to the external market, through regular participation in relevant pay surveys.
    - Individual factors, including capability in the role demonstrated through growth in skills or role.
    - Relevant internal pay comparisons.

- Pay bands for senior management will consist of open ranges without incremental points.

## 2. Pay reviews

- Base pay for the Senior Management population will be reviewed, but not necessarily increased, annually.
- The amount available for the pay review process is also impacted by what Haringey can afford.
- The budget for senior management pay reviews will be set by the Staffing & Remuneration Committee based on the recommendations of the Senior Leadership Team (SLT), Finance and Human Resources.
- Progression through the pay band will not be automatic and will be determined by recommendations from the SLT.

## 3. Pay on appointment

Hiring managers will be provided with relevant pay data by Human Resources prior to any appointment. This will assist in forming a view about the pay range within which Haringey is prepared to appoint.

Account will be taken of any internal pay relationships, with respect to staff doing the same or similar roles.

## 4. Pay review dates

The main pay review for Senior Management will normally be in April each year, however, provision will be made for a supplementary review in October to review, but not necessarily increase, the pay of individuals who for one reason or another were not eligible for a pay review in April. Such awards will not be backdated.

Appendix B

Haringey - Modern Reward Strategy

Proposed Pay Bands

Job Level	People Leader		Individual Contributor		Pay Bands			
	Minimum	Intermediate (Benchmark)	Maximum	Step	Minimum	Intermediate (Benchmark)	Maximum	
Level A	Senior Leadership Team				Step 2	£173,700	£187,800	£201,900
					Step 1	£136,200	£147,200	£158,200
Level B	Director / Assistant Director				Step 2	£111,000	£120,000	£129,000
					Step 1	£94,800	£102,500	£110,200
Level C	Head of Service				Step 2	£80,800	£87,300	£93,800
					Step 1	£68,600	£74,200	£79,800
Level D	Department Manager		Senior Professional II		Step 3	£58,600	£63,300	£68,000
					Step 2	£50,000	£54,000	£58,000
					Step 1	£42,600	£46,000	£49,400
Level E	Senior Team Leader		Senior Professional I		Out of Scope			
Level F	Team Leader		Professional & Technical II		Out of Scope			
Level G			Professional & Technical I		Out of Scope			
Level H			Vocational & Administrative		Out of Scope			

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# Draft Job Levels

Responsible for ...			People Leader	Individual Contributor
Level A	Executive Leadership	Jobs at this level provide strategic leadership and direction for the organisation as a whole.	Senior Leadership Team	
Level B	Strategic Direction		Director / Assistant Director	
Level C	Strategic Implementation	Jobs at this level act as the head of major function or department / division, making major and strategic (medium term) impact on the performance of the organisation. Work is complex and involves making a wide range of highly diverse decisions. A considerable amount of independent activity is required within the framework of organisational strategies and plans, and subject only to general	Heads of Service	
Level D	Tactical or Operational Management / Technical or Professional Expertise	Jobs at this level either manage a function or department within an operation or technical area; or are the main provider of professional advice and services in a key aspect of the organisations activities. The work is highly diverse. Activities are within broad policy frameworks.	Department Manager	Senior Professional II
Level E	Team Management / Advanced Technical or Professional Specialism	Jobs at this level manage certain operations within a function, or provide a professional service in a key area, or lead a small team of specialists. The work is diverse. Activities are within broad policy guidelines.	Senior Team Leader	Senior Professional I
Level F	Team Supervision / Technical or Professional Specialism	Jobs at this level may lead a small team of administrators or support workers, or provides a specialist/basic professional service. There is some diversity in role requirements. Activities are within specified policy and procedural guidelines.	Team Leader	Professional & Technical II
Level G	Process Supervision / Technical or Practice Specialism	Jobs at this level provide moderately complex administrative and support services. Work is generally standardised. Freedom to decide on methods and priorities is limited.		Professional & Technical I
Level H	Process or Direct Service Delivery	Jobs at this level provide basic and administrative support services. Work is largely prescribed and the freedom to act is fairly limited. Role requirements are clearly defined.		Vocational & Administrative

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# Draft Job families

Job Family	Strategic Leadership																	
	Business Support	Communications	Finance	HR	ICT	Legal	Programme & Project Management (PPM)	Strategy, Policy & Governance	Catering & Nutrition	Construction & Engineering	Customer Services	Housing & Accommodation	Learning, Development & Education	Libraries, Culture & Heritage	Maintenance & Horticulture	Planning & Surveying	Regulatory Services	Social Care & Welfare
	Group	Corporate Services							Service Delivery									

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# Illustrative Pay Progression Matrix

**1. Illustrative Pay Award Matrix Based on a Nine Box Grid**

Performance (results) ↑	1%	2%	3%	<p>An individual's pay award is based on where they have been placed in the nine box grid.</p> <p>The value of the pay award is calculated using the benchmark figure of the individual's pay range.</p> <p>Individuals at the top of their pay range may be granted a non consolidated award of a similar value.</p>
	0%	1%	2%	
	0%	1%	1%	
	Behaviours →			

**2. Illustrative Normal Distribution Based on a Nine Box Grid**

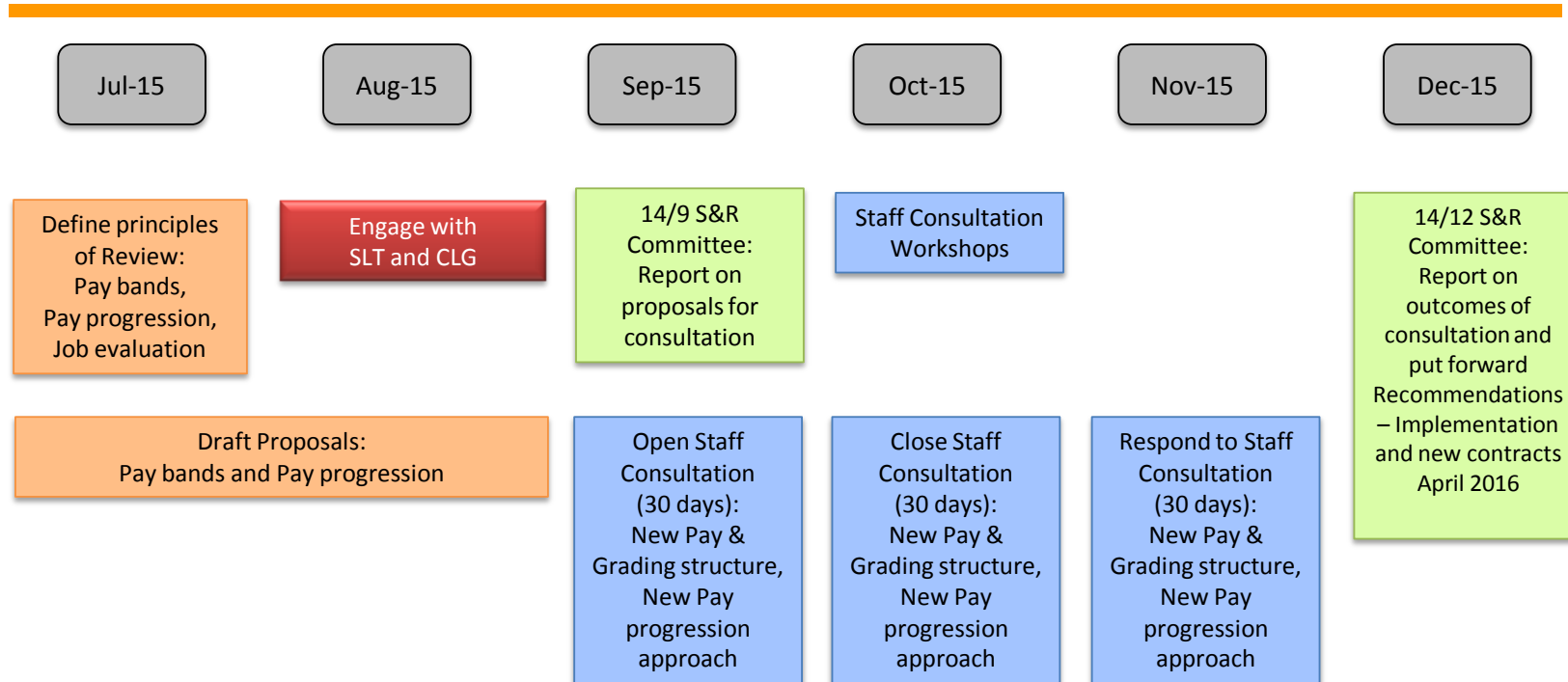
Performance (results) ↑	4%	4%	3%	<p>70% of the population fall within one standard deviation from the mean.</p> <p>24% of the population fall within two standard deviations from the mean.</p> <p>6% of the population fall outside two standard deviations from the mean.</p>
	4%	70%	4%	
	3%	4%	4%	
	Behaviours →			

**3. Illustrative Spend Based on a Nine Box Grid**

Performance (results) ↑	£3,600	£7,200	£8,100	<p>Total Population = 100</p> <p>Average Salary = £90,000</p> <p><b>Total Pay Bill</b> £9,000,000</p> <p><b>Total Pay Award</b> £96,300 or 1.07%</p>
	£0	£63,000	£7,200	
	£0	£3,600	£3,600	
	Behaviours →			

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## Senior Manager (SM) Pay & Grading Implementation Timeline



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Haringey Council

## Equality Impact Assessment

Name of Project	Proposed New Senior Reward Principles and Pay Grading Structure	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Chief Operating		
Name of completing officer	Yiota Panayiotou	Date EqIA created	21/08/2015
Approved by Director / Assistant Director	Jacquie McGeachie	Date of approval	01.09.2015

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

**All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.**

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead: Ian Morgan	5.
2. Equalities / HR : Julie Amory (HR)	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

**Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening** (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

The aim of the Modern Reward Strategy is to have a modern, sustainable, fair and transparent pay and grading structure, aligned to equalities and business goals, which rewards people fairly for their contribution to the Council.

The Modern Reward Strategy Project Main Objectives and Outcomes are:

- This is a key work stream of the Workforce Plan as it will link together all pay related activities in the Council into one structured pay and grading strategy that will provide clearer and transparent terms and conditions of employment
- To research, develop, agree with Council stakeholders and then subsequently consult with the recognised trade unions over a package of employment proposals (new T&Cs, pay and grading structure and additional pay allowances) that meet the current and future needs of the Council.
- To develop and implement a single pay and grading structure that is robust, consistently applied and complies with current legislation, based on a single job evaluation scheme.
- To review the pay and grading structure of Haringey Council
- To review all Council allowances to determine whether they are fit for purpose and to develop and recommend changes where appropriate.
- To provide a competitive package(s) that attracts and retains high calibre employees and demonstrates a link between good value and business outcomes for the Council.
- To ensure that the Council’s position concerning low pay in its workforce is fully considered in the design and development of the new pay and grading structure.
- To produce a sustainable Reward Strategy and Remuneration Policy that is aligned to Council priorities and objectives and is easy to communicate and understand.
- That all employees pay elements are paid in accordance with the Reward Strategy and Remuneration Policy.
- That employees believe that they are being paid fairly.

- That every established role in the Council has an evaluated grade under a single evaluation approach and assigned a job family.

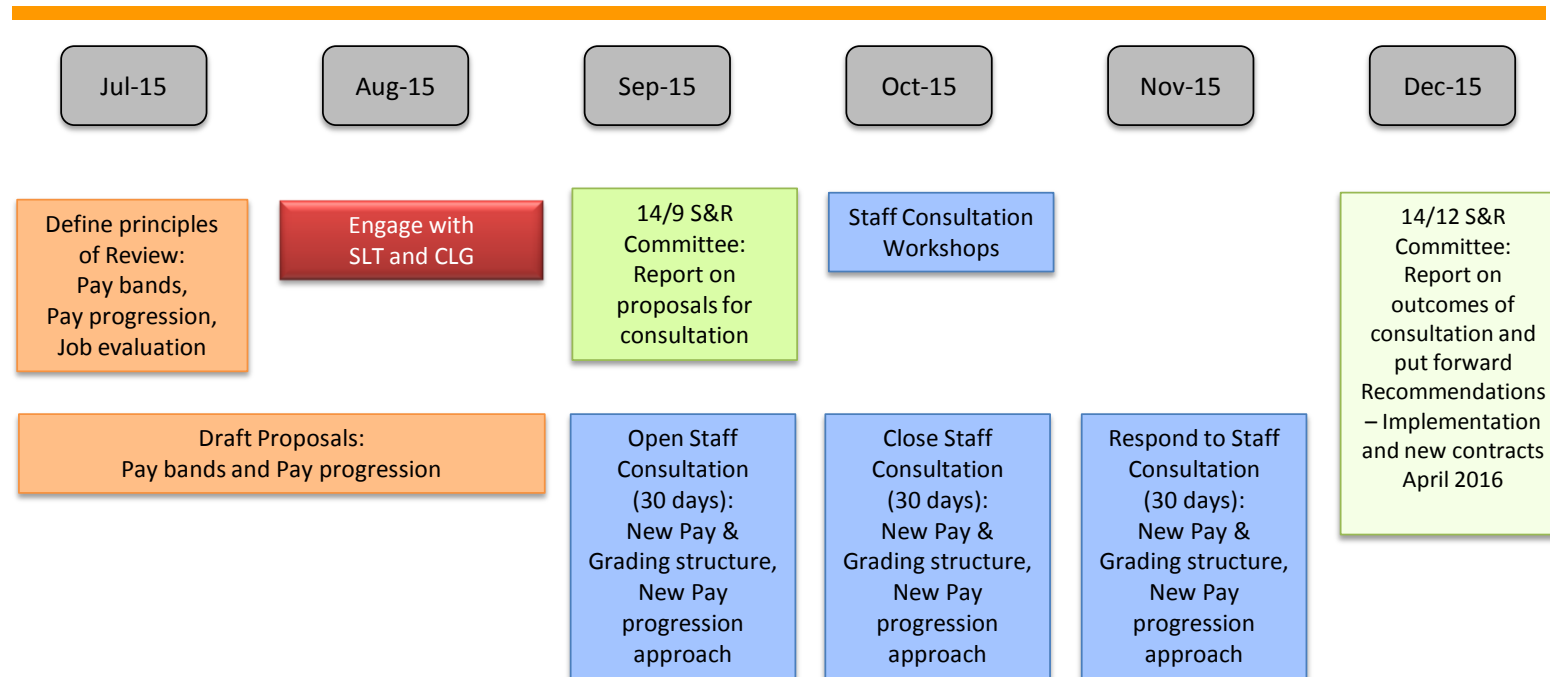
As the proposal will affect existing and future employees of council across all protected equality strands it is necessary to conduct an EqIA. An EqIA will allow the council to consider the potential impact of the proposal and identify any unintended consequences that could impact on equality and risk the council failing to meet its statutory equality duties. The assessment will allow the council to reduce where possible any adverse impact identified and ensure that alternatives can be considered.

**Financial savings:**

A savings target has not been attached to this project

**Timeline of implementation stages:**

# Senior Manager (SM) Pay & Grading Implementation Timeline





**Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment**

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
External benchmarking of Local Authority reward systems	Information on the reward strategies of London Boroughs including neighbouring boroughs such as Camden Council and Barnet Council

**Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment**

This section to be completed where there is a change to the service provided

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
Employee data of affected staff drawn from SAP report	Data includes information on equality profile of affected employees including age, gender, disability, faith, sexual orientation and race.

**Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:**

**Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex</b>	The new structure will reward and reinforce the behaviours that are needed to build an agile and flexible workforce.			
<b>Gender Reassignment</b>	See above			
<b>Age</b>	See above			
<b>Disability</b>	See above			
<b>Race &amp; Ethnicity</b>	See above			
<b>Sexual Orientation</b>	See above			
<b>Religion or Belief (or No Belief)</b>	See above			
<b>Pregnancy &amp; Maternity</b>	See above			
<b>Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))</b>	See above			

**Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:**

**Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex / Gender</b>				
The gender split of employees affected by the proposal reveal that there are slightly more men than			See text on	✓

women at this grade.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

Gender	No. affected by proposal	% affected by proposal	Council wide %
Female	42	48%	67%
Male	46	52%	33%
Grand Total	88	100%	100%

Table 1: Gender analysis of employees affected by the proposal

Gender Reassignment	Positive	Negative	Details	None - why?
<p>The council does not currently collate information on Gender Reassignment. However, there is no evidence to suggest that the proposal would have negatively affected this group as it is designed to affect all groups equally and will have the benefit of rewarding people fairly for their contribution to the Council.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓
<p><b>Age</b> The largest age group are age 45 to 54. This is consistent with the council-wide headcount. The current council workforce profile is available on the council's internet site at <a href="#">Haringey Council Employment Profile   Haringey Council</a></p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	Positive	Negative	Details See text on the left	None - why? ✓

Age	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Chief Operating	0	7	19	5	0
Corporate Governance	0	1	7	4	1
Deputy Chief Executive	0	8	10	5	0
Regeneration, Planning & Development					

Table 2: Age analysis of employees affected by the proposal

Disability	Positive	Negative	Details	None - why?
<p>The percentage of employees affected by the proposal who declared a disability is 1%, which is lower than the council wide percentage of 10%.                      Although the number of employees declaring a disability is lower than the council wide percentage it must be noted that there are 23 employees in this population that have not declared, so it is possible that this includes employees that have a disability but prefer not to say.                      There is no evidence at this stage to suggest that the proposal will adversely affect disabled employees. The proposal will be applied to all employees within the pay category.                      Further analysis will be completed where necessary throughout and at the end of the implementation of the proposal to minimise any unintended impact on equality groups.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓

	Disabled	Not disabled	Total declaring a disability	Council wide headcount %
Disability	2%	98%	1*	10%

Table 3: Disability analysis of employees affected by the proposal

Race & Ethnicity	Positive	Negative	Details	None - why?
<p>Although analysis of the ethnic profile of employees affected by the proposal is disproportionate with the council's March 2015 council wide profile there is no evidence at this stage of adverse impact on</p>			See text on	✓

any ethnic group. This is due to the proposal affecting all ethnic groups equally.

The proposal may result in a change in the ethnic profile of this group of employees if some employees change or leave their current roles because of the proposal, however, at this stage there is no evidence to suggest that the proposal has a negative impact and therefore no need to seek alternatives.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

Ethnicity	No. of employees affected by the proposal	% of employees affected by the proposal	Council wide headcount
BAME	16	18%	53%
White	4	4%	16%
White Other	56	64%	29%
Not declared	12	14%	2%
<b>Grand Total</b>	<b>88</b>	<b>100%</b>	<b>100%</b>

Table 4: Ethnicity and

Race analysis of employees affected by the proposal

**Sexual Orientation**

To maintain the privacy of employees, we have not reported the information on sexual orientation due to the numbers. Analysis has been completed and there is no evidence to suggest that the proposal will have an adverse impact on sexual orientation, as the proposal applies to all strands equally.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

**Religion or Belief (or No Belief)**

The analysis identified that over 50% of the employees affected by the proposal did not declare having a particular faith/religion.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

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<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None - why?</b>
		See text on the left	✓
<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None - why?</b>
		See text on the left	✓

<p><b>Pregnancy &amp; Maternity</b> There are currently no affected employees on maternity or paternity leave.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	<p><b>Positive</b></p>	<p><b>Negative</b></p>	<p><b>Details</b></p>	<p><b>None</b></p>
<b>Appendix G</b>				
<p><b>Marriage and Civil Partnership</b> <b>(note this only applies in relation to eliminating unlawful discrimination (limb 1))</b></p> <p>To maintain the privacy of employees, we have not reported the information on marital status due to the numbers. Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	<p><b>Positive</b></p>	<p><b>Negative</b></p>	<p><b>Details</b></p>	<p><b>None</b> - <b>why?</b></p>
<p>See text on the left</p>				
<p>See text on the left</p>				

<b>Stage 6 - Initial Impact analysis</b>	<b>Actions to mitigate, advance equality or fill gaps in information</b>
<p>The analysis assesses the potential impact of the proposal on the affected employees. The Reward Team and HR have kept the Trade Unions fully informed of progress and any issues through regular liaison.</p> <p>The analysis of current post holders is drawn from SAP records, however, as this Equality Impact Assessment (EqIA) is a public document, no details are included that could make identification of individuals possible.</p> <p>Although there is evidence that some equality strands, for example men, and those employees aged between 45 – 54 are more likely affected by the proposals when compared to their comparators, this is due to the profile of those affected by the change. There is therefore no evidence to suggest that any equality groups will be disadvantaged by the proposal as all employees are being treated equally.</p> <p>It is accepted that people respond differently to change proposals, which HR is managing through effective consultation and engagement. The proposal should have no adverse impact on relations between different groups</p>	<p>There are no actions required as the analysis has identified that the proposal will have a neutral impact on all equality groups.</p> <p>There is a gap in the faith/religious information of the affected employees. The analysis identified that over 50% of the employees affected by the proposal did not declare having a particular faith/religion.</p> <p>It is intended that we will seek to address the gaps by running a council wide exercise to get equality data gaps filled as part of the ESS/MSS go live or when new contracts are issued for this group.</p> <p>Further analysis will be completed where necessary throughout and at the end of the implementation of the proposal to minimise any unintended impact on equality groups.</p> <p>There is no evidence at this stage of the process that the proposal will adversely impact on any equality strand.</p> <p>HR is however aware that the job re-evaluation process that is required to fulfil the new tier 3 structure will require monitoring to assess whether there is any unintended adverse impact on any equality strand stemming from the changes. HR will continue to</p>

	monitor the implementation of the proposal and will be liaising with the Trade Unions throughout the entire process.
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**Stage 7 - Consultation and follow up data from actions set above**

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
SLT Unions CLG	Presentation to SLT members on proposals Weekly meetings on progress Holding update sessions with all Senior Managers

**Stage 8 - Final impact analysis**

This will be completed at the end of the consultation.

**Stage 9 - Equality Impact Assessment Review Log**

Review approved by Director / Assistant Director	<input type="text"/>	Date of review	<input type="text"/>
Review approved by Director / Assistant Director	<input type="text"/>	Date of review	<input type="text"/>

**Stage 10 – Publication**

Ensure the completed EqIA is published in accordance with the Council's policy

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