

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 26th January, 2016, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

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

Quorum: 3

1. FILMING AT MEETINGS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

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 12 below).

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

6. MINUTES (PAGES 1 - 20)

To confirm and sign the minutes of the meetings held on 14 December 2015 and on 16 December 2014.

7. IMPLEMENTATION OF NEW SENIOR PAY AND GRADING ARRANGEMENTS INCLUDING PAY REVIEW AND EMPLOYMENT CONTRACT (PAGES 21 - 44)

Report of the Chief Executive and Head of Paid Service to advise the Committee of the implementation of the new Senior Managers' Pay and Grading arrangements and in particular the actions taken by the Chief Executive in addressing the anomalies encountered when confirming or appointing individuals in position and for the Committee to approve the parameters for the conduct of the Senior Manager Pay Review for 2016, the senior manager contract of employment and the Chief Executive's contract of employment to take effect from 1 April 2016.

Appendices C and D – to follow.

8. PAY POLICY STATEMENT 2016-17 (PAGES 45 - 58)

Report of the Assistant Director, Human Resources, for the Committee to approve an update to the Council's Pay Policy Statement for publication in April 2016.

9. SHARED BUSINESS SUPPORT (PAGES 59 - 76)

Report of the Assistant Director, Human Resources, to provide the Committee with a progress update on the Shared Business Support Review.

10. S&R FORWARD PLAN (PAGES 77 - 80)

Report of the Assistant Director, Human Resources, to inform the Staffing and Remuneration Committee of the reports detailed on the Forward Plan until the end of the municipal year.

11. WORKFORCE PLAN: SUMMARY OF YEAR 1 ACHIEVEMENTS AND PROPOSALS FOR YEAR 2 (PAGES 81 - 106)

Report of the Assistant Director, Human Resources, to provide the Staffing and Remuneration Committee with a progress report which will include achievements to date, planned activities for the next quarter, and draft proposals for year two.

12. NEW ITEMS OF URGENT BUSINESS

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

Helen Chapman
Principal Committee Co-Ordinator
Tel – 020 8489 2615
Fax – 020 8881 5218
Email: helen.chapman@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

18 January 2016

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

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

In attendance Councillor Gideon Bull

Apologies Councillor Sarah Elliott

SRC117. FILMING AT MEETINGS

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

SRC118. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Elliott.

SRC119. URGENT BUSINESS

There were no items of urgent business.

SRC120. DECLARATIONS OF INTEREST

There were no declarations of interest.

SRC121. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

SRC122. MINUTES

RESOLVED

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

SRC123. NEW SENIOR MANAGERS' PAY AND GRADING ARRANGEMENTS

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

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

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

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

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

RESOLVED

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

SRC124. WORKFORCE PLAN - SENIOR MANAGER EMPLOYMENT CONTRACT

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

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

Action – AD Human Resources

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

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

RESOLVED

That the Committee:

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

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

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

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

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

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

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

Action: Clerk

RESOLVED

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

SRC126. CHILDREN'S SERVICES RECRUITMENT AND RETENTION OFFER

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

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

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

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

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

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

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

Action: Interim AD Business and Resources

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

RESOLVED

That the Committee:

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

SRC127. MONITORING SUCCESS OF WORKFORCE HEALTH AND WELLBEING STRATEGY

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

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

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

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

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

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

RESOLVED

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

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

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

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

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

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

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

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

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

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

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

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

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

Action: AD Human Resources

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

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

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

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

RESOLVED

That the Committee note the report.

SRC129. HOMES FOR HARINGEY TUPE TRANSFER

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

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

RESOLVED

That the content of the report be noted.

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

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

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

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

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

RESOLVED

That the content of the report be noted.

SRC131. INCLUSION AND DIVERSITY ACTION PLAN

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

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

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

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

RESOLVED

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

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

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

RESOLVED

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

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

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

RESOLVED

That the Forward Plan be noted.

SRC134. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

SRC135. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

SRC136. EXEMPT MINUTES

RESOLVED

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

SRC137. ANY OTHER ITEMS OF EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

The meeting closed at 9.30pm.

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MONDAY, 14 DECEMBER 2015**

Cllr Kaushika Amin

Chair

**MINUTES OF THE STAFFING AND REMUNERATION COMMITTEE
TUESDAY, 16 DECEMBER 2014**

Councillors *Arthur, *Elliott, *McShane, *Meehan (Chair) and *Vanier

*indicates present

LC31. APOLOGIES FOR ABSENCE

There were no apologies for absence.

NOTED

LC32. URGENT BUSINESS

Nil

LC33. DECLARATIONS OF INTERESTS

Nil

LC34. THE WORKFORCE PLAN

The Chair advised the meeting that Mr Sean Fox was in attendance from UNISON, and wished to address the meeting. The Chair welcomed Mr Fox and advised that he would have 5 minutes to address the meeting.

Mr Fox thanked the Chair and began his address.

Mr Fox advised that whilst the Unions welcomed the principle of a workforce plan it was unfortunate that the plan came as a result of the huge proposed cuts in jobs and services across the council.

Mr Fox commented that whilst the Unions welcomed commitments to training and development and upskilling, the reality was that these would have limited effect in the face of such cuts. Concerns had been expressed that these appeared primarily aimed at office type posts rather than many of the areas which were most effected such as adults and children's services. The Unions felt that there needed to be more access to life skills such as IT and literacy numeracy skills, and there also needed to be an emphasis on "early help" for at risk staff many of whom had had no meaningful training in transferrable skills.

Mr Fox commented that in previous year's, pre cuts, good joint working was done between the Trade Unions and OD&L on life long learning and this was proven to be successful in improving staff engagement, and that the Unions felt that this needed to be revisited . It was felt that only too often these commitments were seen as applying to more senior staff rather than frontline workers and this needs to change now.

With reference to the circulated report Mr Fox commented that the Unions were particularly concerned at the opening bullet point on page 35, a so called early intervention to review redundancy arrangements. Mr Fox advised that the Union's position was clear in that it would not tolerate the cutting of redundancy pay at a time of mass redundancies. If the Council wanted to cut its redundancy bill it needed to do more to avoid redundancies not cut the lifeline staff get when being made redundant. It was felt that Members needed to understand that cuts to this would lead to industrial action and a loss of goodwill by a workforce which was the Council's biggest asset.

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The council needed to be open and honest on this issue, and Mr Fox stressed that there did not want to be a repeat of 2011 where rumours were deliberately started about redundancy pay being cut and even included in the FAQs.

With regard to the proposed Haringey Academy Mr Fox advised that a commitment to encouraging more young people to work for Haringey and gateways to achieve this was welcomed but in doing so it was expected that the minimum level of pay to be the London Living Wage in all cases including apprentices, and an avoidance of substitution and a commitment not to use forced schemes such as the workfare programme. UNISON and other unions had a proud record of developing good quality apprenticeship schemes and we want to maintain this involvement.

With regard to the EQIA Mr Fox stated that the initial assessment showed that the changes were more likely to have a detrimental effect if an individual was black, female, or disabled. It was not enough to simply note this and changes to proposals need to be considered. The EQIA also needed to explore and assess who was affected by proposed options appraisals as repeated evidence both in Haringey and wider local government showed post privatisation pay was cut as were conditions of service. This then developed a two tier workforce.

With reference to page 35 of the report Mr Fox advised that this stated that “how we recruit will be reviewed including the use of agency staff and consultants” and there were concerns at this as it was an ambiguous statement, at a time of cuts, those consultants on daily rates, many of whom were engaged in tax avoidance, should be the first to the exit. All too often the Unions felt that consultant numbers had increased in areas where there had been redundancies in the name of “capacity” and that this practice must end. It was worse still when those making cuts that effected employees were all too often themselves interims who would move onto their next project before seeing the effects of their changes.

Concerning the VR Offer Mr Fox commented that the commitment to a call for volunteers was welcomed but confirmation that the timing and messages attached to the offer was needed and negotiated and consulted on with recognised TUs’. Again Mr Fox stressed that lessons needed to be learnt from previous exercises about expectation management and processes made transparent, and that there needs to be a commitment to an open and frank discussion on bumping opportunities.

In respect of the process of selection Mr Fox advised of concerns that in an attempt to explain the processes to be followed HR as the owners may have had either misinterpreted or misread agreed policies. Discussions had been held with AD HR where assurances were given that current policies would apply unless changes were agreed, and therefore this commitment was required to be reaffirmed by elected members by the Union. Further discussion with HR about the proposed redundancy appeal would also be welcomed as the aims and outcomes of this needed to be made clearer e.g. if a person was successful then what happened to them as to reinstate them could create a domino effect of appeals. The Unions were seeking confirmation that where the contents of Appendix B of the report differed from the contents of the agreed policies it would be the latter which would apply in the absence of any agreed changes. These concerns had been discussed with officers, and concerns about so called assimilation interviews, and it had been agreed to have an ongoing dialogue about this during the consultation period.

Mr Fox outlined an apparent contradiction at Page 17 of the report (bullet point 8) between the current policy and that set out, and that it was expected that consultation

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on methods of selection would be carried out on a proposal by proposal basis rather than 'a one size fits all'. It also needed to be clear that combinations of methods may have to be used to select e.g. interview and presentation, and the Unions wanted to ensure that people were not "interviewed to death" in the sense they were not forced to apply for a series of jobs one after the other.

The Chair thanked Mr Fox for his address.

There being no points of clarification the Chair asked Ms McGeachie to give a brief introduction.

The Interim Asst Director Human Resources – Ms McGeachie advised that the Workforce Plan set out how it was intended to create an agile workforce, skilled for the future, was diverse, motivated and engaged to deliver for the people of Haringey. It was a three year plan which was developed alongside the Council's Corporate Plan and Medium Term Financial Strategy (MTFS) 2015 -2018. Ms McGeachie commented that the Corporate Plan, MTFS and Workforce Plan when read together described the priorities which the Council would pursue together with the resources available to achieve this, as well as the capability and culture which the Council's workforce would need to adopt in order to meet successfully the future challenges. The Workforce Plan is Haringey's mechanism for ensuring that the Council had the right people, in the right places with the appropriate skills to deliver the priorities of the organisation.

Ms McGeachie advised that with regard to the MTFS this detailed the implications of the proposed savings required on the Council's staff headcount. Detailed planning on headcount implications was undertaken by each of the senior officers (and their teams) with responsibility for owning the priority outcomes within the Corporate Plan. The Priority Owners had reviewed the way current services were delivered and made recommendations to transform the way services were delivered in the future. In doing this consideration had been given to the workforce requirements needed to deliver future services so that outcomes were achieved.

In terms of the recommendations before the Committee Ms McGeachie advised that in the consultation process to be embarked upon with the Trade Unions this would commence immediately on the 17th December through to 16th February 2015 and the outcomes would be reported to the Committee in March 2015.

The Chief Executive – Mr Walkley, in thanking Mr Fox for his address commented that in terms of the concerns expressed by the Unions there were none which he had felt were unacceptable concerns, and that the comments particularly in relation to the pay levels within the Haringey Academy were fair. In noting the concerns expressed Mr Walkley commented that the report before the Committee clearly set out the Council's position as regards to the workforce plan, and that the formal consultation process with the Unions would commence following this evening's consideration and approval of the workforce plan.

The Chair commented that in respect of the issue of redundancy he felt that in terms of the possibility of a variation in the existing arrangements this would not be particularly fair after 2/3 years in terms of staff benefitting from the payment terms there currently operated. There could be uncertainties for the work force in that people

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may think it was better to 'go now' rather than wait 2/3 years when there may then be less.

Councillor Arthur commented on the likely categories of those affected by redundancy and what this equated to in terms of the number of women and BME staff.

In response to the comments expressed Ms McGeachie advised that in terms of the EQIA and assumptions of who may be affected it was not possible to say that out of 633 posts identified who as yet would be affected. It was intended to report back to the Committee early in 2015 giving some further assessment of some of the areas affected. As referred to there also would be discussion with the individuals affected focusing on career aspirations and opportunities.

Mr Walkley commented that in terms of redundancy and the comments of the Chair and the Trade Unions, whilst he noted these concerns there were issues in relation to the affordability of the current scheme long term given the current austerity measures were going to be with the Council for the next three, to seven years at least. The issue of how to address the redundancy costs would need to be considered in the context of the level of austerity that the Council would have to manage in the coming years.

There being no further comments the Chair summarised and it was:

RESOLVED

- i. That the content of the Workforce Plan be noted, and approval be given to progress initiatives included, subject to standard consultation and governance arrangements;
- ii. That it be noted that any proposed changes to HR policies in the Workforce Plan would be subject to approval of the Staffing and Remuneration Committee;
- iii. That the two part consultation process as referred to in para 5.9 of the report be noted; and
- iv. That approval be given to the commencement of a strategic consultation process with Trade Unions from 17 December 2014 to 16th February 2015 as referred to in para 5.9 of the report.

LC35. A MODERN REWARD STRATEGY

The Chair advised the meeting that Mr Sean Fox was in attendance from UNISON, and wished to address the meeting. The Chair welcomed Mr Fox and advised that he would have 5 minutes to address the meeting.

Mr Fox referred to the report before the Committee and commented that Members were being asked to approve a report that lead to a wholesale review of terms and conditions of employment and required the Council to re-evaluate jobs across the organisation. This was being done at a time when the previous agreement reached with Trade Unions had yet to be fully implemented, and Mr Fox commented that it had been six years since the Council signed the Single Status Agreement, and yet there

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had been a failure to implement it fully, and therefore it was necessary to complete Single Status 1 before embarking on Single Status 2.

Mr Fox advised that in the Union's view the Council needed to give clear consideration to the impact of starting the process on staff at a time when staff in the authority would be impacted upon by the changes over the next three years. It was a fact that Staff morale was at an all time low and reviewing pay and conditions would disenchant and worry the staff at a time when their input, passion and commitment was more needed than ever.

Mr Fox commented that the financial cost of the process and the increased demands upon both Trade Union and Officer time when they need to focus their combined energies on supporting staff through the changes demanded by another ConDem set of cuts of £70 million. It was felt that the £687K set aside in 2014/15 did not reflect the true cost as it did not take account of the time which would be taken up by those needed to make it a success.

Mr Fox expressed concerns that the Council appeared to be proposing a dual consultation approach which would cut across the principle of collective bargaining, and that the Unions were the appropriate people to negotiate with and only when those negotiations were at an appropriate stage should both sides begin to consult the workforce. It was a fact that the report before the Committee was only supplied to Trade Unions on the 5th November in an embargoed setting and there was no material discussion on the contents of it. It was clear that both officers and the consultant had already carried out a great deal of work that the Unions had not been party to. The report proposed to consult staff on their feelings about pay and reward, but he stressed that this was what collective bargaining was used for. It was a fact that 46% of the workforce felt that they were not paid fairly, and it could be summarised that maybe this was because staff had seen unprecedented pay restraint, real terms pay cuts, and not because they were worried about a grading structure or allowances others got.

Mr Fox stressed that in the Union's view the timeline for the project was far too short if it was to be a genuine effort to reach agreement. The current Single Status agreement was some 2 years in development and it had excluded actually doing the final job evaluations and dealing with appeals, and was a process which was as yet incomplete.

With regard to the core proposals of the report Mr Fox advised that the main comments of the Unions were:

- There was agreement that the review of allowances set out in the Single Status agreement needed to be completed, but this needed to happen against a framework of completing the relevant job evaluations
- There were no objection to any proposal to review the method of evaluating Senior Managers pay and grading, as for many years the Unions had questioned how these grades were determined and how they were equal pay proofed since no such information had been provided to the Trade Unions
- That members needed to ask themselves a simple question 'how does the need to do this make it necessary to evaluate every single job in the authority yet again?' was this an effective use of time and resources, and the impact on staff morale and potentially on industrial relations
- Officers referred to the risk of equal pay claims from the use of two different job evaluation schemes, and actually how many such claims it had received, and

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how it was that authorities up and down the country and across London had not seen the need to use a Single Job evaluation scheme, and that in the Union's view was a red herring.

Mr Fox commented that it had been clear that officers did not intend to use a jointly agreed job evaluation scheme and that it was intend to use the exercise to "simplify the allowance structure. Mr Fox stressed that in the Unions view simplification meant one thing - cuts for those who worked evenings and weekends, those who worked over Christmas, those who were on standby. Mr Fox reminded Members that as recently as 2011 the Council had backed away from such an attack as had been recognised that it would save little and potentially adversely effect industrial relations. The reality was the reason more staff who received allowances were male was because of the scale of closures and privatisations across the Council of female workers who worked these patterns, and again the Unions felt that the claim was a red herring designed to do away with allowances that officers wanted to be ended.

Mr Fox also advised that the report called for simplified job descriptions and evaluations, but in the Union's view, what this meant was trying to give staff less choice and control over the work they performed and less ability to be paid properly. The Unions believed that the current system gave the flexibility required and in its opinion what was being proposed was a smoke screen for a move to the HAY Job evaluation scheme - a scheme favoured by the private sector and a scheme not endorsed by Trade Unions.

In conclusion Mr Fox commented that there was an implied emphasis on performance related pay options, and that the report compared unfavourably the arrangements for NJC staff with those for senior managers where incremental progression did not apply automatically. In the Unions view this was a Tory approach followed in the civil service. Mr Fox asked that Committee therefore to defer agreeing the report with the exception of the provisions for Senior Management/Chief Officers grades and to instruct officers to carry out genuine negotiations with Trade Unions. The Unions also asked that officers should be instructed not to report back to the Committee until Single Status had been completed, and to spend no money or resources on the project other than for those groups for which it was originally intended. Mr Fox added that officers need to understand that timescales for any changes must be by agreement and that the failure to agree any proposals would be likely to lead to a Labour Council being forced to sack and re-engage its entire workforce, and the unions felt that this must not happen.

The Chair thanked Mr Fox for his address. There being no points of clarification from Members the Chair asked Ms McGeachie for a brief introduction.

Ms McGeachie advised the meeting that the circulated report informed the Committee of the Modern Reward Strategy Project and how it related to the Workforce Plan and it sought an in principle agreement to review the pay and grading structure and all terms and conditions of employment for all employees (except Teachers and 32 employees on Soulbury terms and conditions). Ms McGeachie advised of the report considered by Cabinet earlier that evening which had, set out the ambition for the Council over the next three years through the Corporate Plan, Mid Term Financial Strategy (MTFS) and Workforce Plan. Ms McGeachie advised that in terms of the Modern Reward Strategy, this was one of six strands within the overall Workforce Plan Programme. A Modern Reward Strategy would ensure that Haringey's workforce were rewarded in an appropriate and modern way for the work carried out on behalf of the Council but also to help enable the transformational change as described in the Workforce Plan. It

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also brought together all pay related activities in the Council into a single pay and grading structure. It was a large and complex project and was anticipated that all the parts will be implemented by 1 April 2016.

With regard to negotiations with the Unions Ms McGeachie advised that it was healthy to engage with both Union and non Union members and that it was a fact that around 50% of the workforce did not belong to a Union and therefore it would be necessary to engage with both. In carrying out this process it was not viewed, in anyway, as a tool to unravel collective bargaining, or undermine the negotiations which would take place with the Unions. As yet there had been no engagement with staff and that there would be meetings with the Unions in terms of how this engagement process with staff would work

In response to further points of clarification Ms Evans also advised that it was a matter of gaining evidence and views of staff and jointly working with both unions and staff which would be an effective method of negotiation. In terms of deadline of implementation by 2016 and the concerns expressed regarding this time line it would be subject to some further discussion. It was likely that some elements of the process would be completed well in time of the deadline but other parts may be more protracted though until the process commenced it was not possible to anticipate what would transpire.

The Chair then summarised and it was:

RESOLVED

- i. That the vision, objectives and benefits of the Modern Reward Strategy project as outlined in the circulated report and appendices be noted;
- ii. That that a review of the Council's pay a 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;
- iii. 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;
- iv. that a review of Chief Officer/Senior Managers pay and grading to be implemented by 1 April 2015, be agreed;
- v. that the development and implementation of job families and generic role profiles as part of the new pay and grading structure, be agreed;
- vi. that it be noted that a savings target had not been attached to the detailed project; and
- vii. That the Staffing and Remuneration Committee be kept be kept informed of progress of the project and that any proposed changes to employees' terms

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and conditions of employment to be brought back to the Staffing and Remuneration committee for consideration and approval.

LC36. EXCLUSION OF THE PUBLIC AND PRESS

LC37. A MODERN REWARD STRATEGY

Exempt item noted.

The meeting ended at 20.35hrs.

Report for: **Staffing and Remuneration Committee**

Item number: **7**

Title: **Implementation of New Senior Pay and Grading Arrangements including Pay Review and Employment Contract.**

Report authorised by : **Nick Walkley - Chief Executive and Head of Paid Service**

Lead Officer: **Jacquie McGeachie – Assistant Director, Human Resources**

Ward(s) affected: **All**

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

1. Describe the issue under consideration

1.1 At the Staffing and Remuneration Committee on the 16 December 2014 it was agreed that the Modern Reward Strategy project would include, inter alia, the following:

1.1.1 A review of the Council's pay and grading structure with the objective of implementing a single pay and grading structure using one job evaluation scheme

1.1.2 A review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on Soulbury terms and conditions).

1.1.3 A review of Chief Officer and Senior Managers pay and grading arrangements.

1.1.4 The development and implementation of job families and generic role profiles.

1.2 It was further agreed 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 On the 14 December 2015 the Staffing and Remuneration Committee agreed to the adoption of a new Senior Managers Pay and Grading Structure with effect from 1 April 2016.

1.4 The purpose of this report is to provide an update to the Staffing and Remuneration Committee regarding:

1.4.1 Implementation of Senior Managers' Pay & Grading Arrangements.

1.4.2 Conduct of the Senior Managers' Pay Review for 2016.

1.4.3 New Senior Manager Contract.

2. Cabinet Member Introduction

Not required for the Staffing and Remuneration Committee.

3. Recommendations

- 3.1. Note the outcomes of the implementation of the new Senior Managers' Pay and Grading arrangements detailed in Appendix A and in particular the actions taken by the Chief Executive in addressing the anomalies encountered when confirming or appointing individuals in position.
- 3.2. Approve the parameters for the conduct of the Senior Manager Pay Review for 2016 as outlined in Appendix B.
- 3.3. Approve the Senior Manager contract of employment set out in Appendix C, to be issued to all senior managers apart from the Chief Executive to take effect from 1st April 2016
- 3.4. Approve the Chief Executive's contract of employment set out in Appendix D, to be issued to the Chief Executive to take effect from 1st April 2016.

4. Reason for decision

- 4.1. The Committee considered the report on the new Senior Managers' Pay and Grading arrangements, presented by the Chief Executive at their meeting in December 2015 and welcomed the greater democratic control that the proposals entailed. The Chief Executive advised that a detailed financial evaluation of the proposals would be undertaken and brought back to the Committee in January 2016.
- 4.2. The Committee agreed, at its meeting in September 2015, to an annual agenda and timetable by which the Committee would plan, agree and review pay within the Council. which would include defining the parameters of the conduct of the Senior Managers' Pay Review each year.
- 4.3. The Committee noted in its meeting in December 2015 that the final version of the Senior Management Employment Contract was to be brought back to the Committee in January 2016 for approval, and thereafter would be issued to all Senior Managers apart from the Chief Executive to take effect from 1 April 2016. At that meeting the Committee also noted that the final version of the employment contract for the Chief Executive was to be brought back to the Committee in January 2016 for approval, and thereafter would be issued to the Chief Executive to take effect from 1 April 2016

5. Alternative options considered

This is a report back item.

6. Background information

- 6.1. Implementation of the new Senior Managers' Pay and Grading arrangements
 - 6.1.1 In September 2015 the Staffing & Remuneration Committee agreed to start consultation with Senior Managers regarding their pay and grading arrangements to start the implementation of the first phase of the Modern Reward Strategy project.
 - 6.1.2 The main points for consideration were:

- 6.1.2.1 The break with the national pay bargaining and outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC).
- 6.1.2.2 To introduce a new pay review and progression process for this group which would enable to the Council to address the issues facing Haringey.
- 6.1.2.3 To consolidate two elements of pay previously paid as separate allowances (i.e. London Weighting and Consolidated Allowance).
- 6.1.2.4 The adoption of a number of overarching principles regarding our pay policy and practices.
- 6.1.3 The Staffing & Remuneration Committee agreed that the Head of Paid Service would manage any anomalies (including recruitment and retention supplements) and report to the next available Committee meeting instances where this discretion had been exercised.
- 6.2. Conduct of the Senior Manager Pay Review April 2016
 - 6.2.1 The new Senior Managers' pay and grading arrangements include moving away from giving effect to national pay bargaining and outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC). This will give the Council greater flexibility in determining remuneration for senior officers that were in many cases unique to Haringey.
 - 6.2.2 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.
 - 6.2.3 The parameters for the annual review, including the budget, will be set by the Staffing & Remuneration Committee based on recommendations of the Strategic Leadership Team (SLT), Finance and Human Resources. The recommendations for the conduct of the Senior Managers' Pay Review for 2016 are set out in Appendix B.
- 6.3. New Senior Manager contracts
 - 6.3.1 In its meeting in December 2015 the Committee considered the report on the Senior Manager Employment Contract, as presented by the Chief Executive. The report set out the background to the proposed new contract, and recommended that the proposed new Senior Manager employment contract be issued for comment to all Senior Managers. It was noted that there would be a slight varied version of the employment contract for the Chief Executive, to reflect the fact there are different line management arrangements, which would be issued by the Leader of the Council to the Chief Executive for comment. It was felt that it was important to bring this report to a public meeting, as part of the Council's commitment to transparency.
 - 6.3.2 The Committee suggested that some of the wording could be strengthened to reinforce some of the Council's values and behaviours required of its Senior Manager cadre.
 - 6.3.3 On the 5th January 2016 the draft Senior Manager Contract was sent to Senior Managers for comment by 18th January 2016.
 - 6.3.4 Due to the short timescale for officers to consider comments received prior to the despatch of this report, the Committee will be provided with a verbal update regarding comments received from Senior Managers on the contract and officers' response to those comments.

7. Contribution to strategic outcomes

The Modern Reward Strategy and its implementation gives the Council the opportunity to reinforce to the Senior Management population the importance of achieving the cultural changes set out in the Workforce Plan.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Assistant Director of Corporate Governance Comments

- 8.1. The Council's Employment Lawyer has reviewed the contracts at Appendices C and D. He is satisfied they reflect modern working practices and are fit for purpose. The proposed new employment contracts will involve changes to senior managers' existing contracts 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 these changes to be made without their agreement, then if the Committee agrees that the proposed new employment contracts be issued to take effect from 1 April 2016, then it will be necessary to either :-

- (a) Obtain the acceptance by senior managers of the new employment contracts with effect from 1st April 2016, or
- (b) To terminate the contracts of those employees not accepting the new employment contracts, offering them the opportunity to accept the new employment contract during the period of termination.

The carrying out of the consultation referred to in this report will have reduced the risk of successful unfair dismissal claims being brought by those managers whose contracts are terminated.

Chief Finance Officer Comments

- 8.2. The new arrangements for the pay and grading of Senior Managers set out in this report are largely financially neutral.
- 8.3. Appendix A sets out those cases where a change in pay levels is proposed and also refers to the additional minor costs associated with travel and pension contributions; all of these aspects will be contained within existing budgets.
- 8.4. Provision for inflationary increases in 2016/17, including for senior managers, has been made within the centrally held inflation budget. This will be distributed to the relevant service budgets once the final decisions on pay have been agreed.

Equalities Comments

- 8.5. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- 8.5.1. tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - 8.5.2. advance equality of opportunity between people who share those protected characteristics and people who do not;

- 8.5.3. foster good relations between people who share those characteristics and people who do not
- 8.6. An equalities impact assessment has been completed as shown in Appendix E. In summary there is evidence to suggest that some equality strands are more likely to be affected by the adoption of the proposed new contracts, for example men and those employees aged between 45 to 54, than other equality strands. This is due to men and employees aged between 45 and 54 being overrepresented in the group of those affected by the change, as compared with their representation in the Council's workforce as a whole.

9. Use of Appendices

- 9.1. The appendices to this paper are as listed below.

Appendix A – Implementation of Senior Managers' Pay and Grading Arrangements

Appendix B – Conduct of the Senior Managers' Pay Review for 2016

Appendix C – Final Senior Manager Contract – TO FOLLOW

Appendix D – Final Chief Executive Contract – TO FOLLOW

Appendix E – Equalities Impact Assessment

10. Local Government (Access to Information) Act 1985

Not applicable.

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Implementation of Senior Manager's Pay and Grading Arrangements

1. Overview

The new Senior Managers' Pay and Grading arrangements have been agreed with the Staffing & Remuneration Committee and will be effective from 1 April 2016.

2. Population

The following table shows the number of positions within each tier of the Corporate Management Group (CMG):

Corporate Management Group				
	Level	Grade	Number	Total
Strategic Leadership Team (SLT)	A	A2	1	4
		A1	3	
Directors / Assistant Directors	B	B2	7	22
		B1	15	
Heads of Service / Senior Professional III	C	C3	14	63
		C2	22	
		C1	27	
Total				89

The following table shows the current notional payroll totals for each level:

Corporate Management Group						
Level	No. Posts	Base Pay	London Weighting	Consolidated Allowance	Other	Total
A	4	£612,480	£3,546	£4,978	£0	£621,004
B	22	£2,258,431	£9,060	£11,425	£65,398	£2,344,314
C	63	£4,203,314	£75,354	£91,402	£15,534	£4,385,603
Total	89	£7,074,225	£87,960	£107,805	£80,932	£7,350,921

Notes

- i) Above figures do not include costs for either employers pension or National Insurance contributions.
- ii) These are the actual costs for post holders in this group. Where a position is vacant we have included the benchmark of the appropriate new pay band in the totals.
- iii) Although there are a couple of employees who are notionally part-time we have assumed for this illustration that all post holders in this population are full-time.

3. Exceptions

There are 5 employees on NHS terms and conditions and 2 employees on Soulbury terms and conditions within the Corporate Management Group. They are not affected by the changes to the Senior Managers' Pay and Grading arrangements.

4. Implementation

There have been a number of adjustments necessary in order to align post holders to the new roles defined by the Tier 3 review and these fall broadly into three categories:

- a) Changes to base pay where previously separate elements (i.e. London Weighting and Consolidated Allowance) were paid as allowances and they have now been amalgamated within base salary.
- b) Changes to base pay where current salary is outside the new pay band for the post.

5. Summary of Changes

- a) The table below shows the impact of consolidating London Weighting and the Consolidated Allowance.

Consolidation of Allowances					
	Level	No. Staff	Value of London Weighting	Value of Consolidated Allowance	Total
Strategic Leadership Team (SLT)	A	2	£3,546	£4,978	£8,524
Directors / Assistant Directors	B	5	£9,060	£11,425	£20,485
Heads of Service / Senior Professional III	C	40	£72,480	£91,402	£163,882
Total		47	£85,086	£107,805	£192,891

In total we are consolidating allowances, both London Weighting and Consolidated Allowance, for 47 individuals. Other post holders in this population are either on spot salaries without allowances or are on either Soulbury or NHS terms and conditions.

This action will increase base pay for this population by £192,891 but will reduce the value of allowances by the same amount.

There will be a marginal on cost to the Council in increased pension contributions.

- b) Moving to New Pay Bands

The table below shows the impact of mapping individuals to the new pay bands.

New Pay Bands

	Level	No. Staff	Mapping to Pay Band			Cost
			Under	Within	Above	
Strategic Leadership Team (SLT)	A	4	0	4	0	£0
Directors / Assistant Directors	B	16	2	14	0	£3,000
Heads of Service / Senior Professional III	C	44	11	33	0	£24,717
Total		64	13	51	0	£27,717

We have identified 64 individuals who will be mapped to new pay bands. The other positions are either vacant or are held by staff who are on either Soulbury or NHS terms and conditions.

Of these there are 51 individuals who can be accommodated within the new pay band without adjustment and 13 who are currently paid below the new pay band.

Moving individuals currently paid below the new pay band to the minimum of the pay band will increase the base pay total by £27,717. This will be covered by existing budgets.

c) Specific posts

In concluding the new pay and grading arrangements a small number of posts have been identified where further consideration of reward may be needed. These primarily relate to on-going reductions meaning additional responsibility for post holders. These are all minor adjustments which the Chief Executive can make following consideration of the cases. The Chief Executive will update committee where necessary.

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Conduct of the Senior Managers' Pay Review for 2016

Overview

One of the key principles of the new Senior Managers' Pay and Grading arrangements was the concept that an individual's salary would be reviewed, but not necessarily increased each year; and any pay award would be linked to the individual's contribution.

This principle has been embodied in the new senior management contracts of employment that will be effective from 1st April 2016.

Having severed the link with the outcomes of the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) we need an arrangement for the pay review in April 2016 that will transition the Council to the new arrangements for senior managers.

We have set out below the main parameters for the conduct of the pay review for 2016.

Eligibility

To be eligible for the 2016 pay review individuals must have been employed on or before 1st October 2015 and have successfully passed their probationary period, and hold a senior management position as set out below on 1st April 2016.

Senior managers employed after 1st October 2015 will be eligible for the supplementary review planned for 1st October 2016.

Population

The eligible senior management positions are defined as the Strategic Leadership Team (SLT), Directors and Assistant Directors; and Heads of Service reporting directly to a Director, Assistant Director or a member of the SLT.

Senior Management Roles			
	Grade	Number	Total
Strategic Leadership Team (SLT)	A2	1	4
	A1	3	
Directors / Assistant Directors	B2	7	22
	B1	15	
Heads of Service / Senior Professional III	C3	14	63
	C2	22	
	C1	27	
Total			89

Exclusions

Individuals on NHS or Soulbury terms and conditions are excluded from the senior managers' pay review as they have their own arrangements.

Other Roles

There are a number of roles that are on the Haringey payroll but not part of our establishment and whose costs are met by consortia of local authorities. They are not included in the table above but are included in the senior managers' pay review as their contract of employment is with Haringey Council.

Budget

The Council has budgeted for a 1% increase in pay for the year 2016/17.

We have taken into account the following factors when reaching our recommendation for the budget spend for the Senior Managers' pay review:

- The concept of contribution based pay had not been adopted when most senior managers were set their objectives for the performance year 2015/16.
- The impact of the Tier 3 Review; and the appointment or confirmation in post for the majority of senior managers will be complete by the end of March 2016.
- We have addressed the most obvious anomalies as part of the implementation of the new senior managers' pay and grading arrangements.
- The National Joint Council for Local Government Services (NJC) offer is likely to be a 1% pay increase for everyone with the exception of the lowest grades who are impacted by the new UK Living Wage legislation.

We therefore recommend a flat 1% increase on pay rates for the senior management population without differentiation on levels of contribution.

Pay Decision Matrix

The senior manager population will be using the My Conversation on line tool to gather evidence of their contribution to the Council and populate the map which assesses both their performance outcomes and values and behaviours. How the senior management population are using My Conversation will be tracked throughout the 2016/17 performance year and the results will be used to populate the pay decision matrix for April 2017.

In the meantime a flat increase, based on 1% of the benchmarks of the pay bands, will be used as the basis for budget to be used for the April 2016 exercise.

Pay Awards

Pay awards will be calculated as a percentage of the benchmark position for each role. By using this approach the pay award amount will be the same for everyone in the pay band, although the percentage increase will be greater for someone near the

minimum of the pay band and smaller for someone near the maximum of the pay band.

Example					
Pay Band	Minimum	Benchmark	Maximum	Pay Award	
Level C Step 1	£58,600	£63,300	£68,000	1%	£633
	Current Salary	Increase (£)	New Salary	Increase (%)	
Employee A	£59,000	£633	£59,633	1.07%	
Employee B	£67,000	£633	£67,633	0.94%	

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Equality Impact Assessment

Name of Project	Implementation of New Senior Pay and Grading Arrangements	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Chief Operating		
Name of completing officer	Yiota Panayiotou	Date EqlA created	11/01/2016
Approved by Director / Assistant Director	Jacque McGeachie	Date of approval	15/01/2016

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 Councils commitment to equality; please visit the Council’s website.

Stage 1 – Names of those involved in preparing the EqlA	
1. Project Lead: Ian Morgan	5.
2. Equalities / HR: Christiana Kyriacou	6.
3. Legal Advisor (where necessary): Edmund Jankowski	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 EqlA is required. If a full EqlA 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:

- A review of the Council's pay and grading structure with the objective of implementing a single pay and grading structure using one job evaluation scheme.
- A review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on Soulbury terms and conditions).
- A review of Chief Officer and Senior Managers pay and grading arrangements.
- The development and implementation of job families and generic role profiles.
- Implementation of Senior Managers' Pay & Grading Arrangements.
- Conduct of the Senior Managers' Pay Review for 2016.
- New Senior Manager Contract.

As the implementation of the new Senior Manager Pay & Grading arrangements will affect existing and future employees of council across all protected equality strands it is necessary to conduct an EqlA. An EqlA 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.

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.

Data Source (include link where published)	What does this data include?
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

Data Source (include link where published)	What does this data include?
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.

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

	Positive	Negative	Details	None – why?																
<p>Sex</p> <p>The gender split of employees affected by the implementation shows that men are overrepresented in this group when compared to the Council wide profile. The most recent Council Employment Profile can be accessed here</p> <table><tr><th>Gender</th><th>No.</th><th>% affected by implementation</th><th>% Council Wide</th></tr><tr><td>Female</td><td>30</td><td>47</td><td>67</td></tr><tr><td>Male</td><td>34</td><td>53</td><td>33</td></tr><tr><td>Total</td><td>64</td><td>100</td><td>100</td></tr></table> <p>Table 1: Gender analysis of employees affect by implementation</p>	Gender	No.	% affected by implementation	% Council Wide	Female	30	47	67	Male	34	53	33	Total	64	100	100			See text on the left	✓
Gender	No.	% affected by implementation	% Council Wide																	
Female	30	47	67																	
Male	34	53	33																	
Total	64	100	100																	
<p>Gender Reassignment</p> <p>The Council currently does not collate information on Gender Reassignment. There is no evidence to suggest that the proposal would have a negative effect on this group, as it has been designed to treat all groups fairly for their contributions to the Council and there is no evidence this group are overrepresented in the affected group, comparing it with the Council workforce as a whole.</p>			See text on the left	✓																
<p>Age</p> <p>The age group analysis of those affected by the implementation shows employees aged 45 to 54 years old (51%) are overrepresented in this group compared with the Council profile (38%).</p>			See text on the left	✓																

Age Band	% affected by implementation	% Council Wide
16 to 24	0	1
25 to 34	8	13
35 to 44	27	24
45 to 54	51	38
55 to 64	14	23
65 and over	0	2
Total	100	100

Table 2: Age analysis of employees affect by implementation

Disability

The disability analysis of those affected by the implementation shows that there are no employees recorded as having a disability.

It should be noted that there are 12 employees in this population that have not declared, therefore in this population there may be employees who have a disability but prefer not to say.

% Disabled	% Not Disabled	% Not Declared	% Diasbled Council Wide
0	81	19	10

Table 3: Disabled analysis of employees affect by implementation

See text on the left

✓

Race & Ethnicity

The ethnicity analysis of those affected by the implementation shows employees in the White group are overrepresented in this group compared with the Council profile.

Ethnic Group	% affected by implementation	% Council Wide
BAME	19	53
White	67	16
White Other	8	29
Not Declared	6	2
Total	100	100

Table 4: Race analysis of employees affect by implementation

See text on the left

✓

Sexual Orientation

The sexual orientation analysis of those affected by the implementation shows employees in the Heterosexual group are overrepresented in the affected population compared with the Council profile.

Sexual Orientation	% affected by implementation	% Council Wide
Not Recorded	44	72
Bi-Sexual	0	0
Gay Man	2	0
Heterosexual	44	20
Lesbian	0	0
Prefer not to say	11	7

Table 5: Sexual orientation analysis of employees affect by implementation

See text on the left

✓

Religion or Belief (or No Belief)

The Religion/Belief analysis of those affected by the implementation shows employees in the Christian group are overrepresented in the affected population compared with the Council profile.

Religion/Belief	% affected by implementation	% Council Wide
Not Recorded	44	72
Christian	19	13
Hindu	0	1
Jewish	0	0
Muslim	0	2
None	27	6
Other	0	1
Prefer not to say	11	6

Table 6: Religion/Belief analysis of employees affect by implementation

See text on the left

✓

Pregnancy & Maternity

2% of those affected by the implementation are on maternity leave compared to 1% Council wide.

See text on the left

✓

Marriage and Civil Partnership
(note this only applies in relation to eliminating unlawful discrimination (limb 1))

14% of those affected by the implementation are married compared to 9% Council wide.

See text on the left

✓

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>This analysis assesses the potential impact of the implementation on the affected population. Human Resources and the Reward team have kept Trade Unions fully informed of progress and highlighted any issues to their attention through regular communication.</p> <p>The analysis of current post holders have been drawn from records held on SAP. It should be noted however, as this Equality Impact Assessment (EqIA) is a public document, there are no details disclosed that could reveal an employee's identity.</p> <p>In summary there is evidence to suggest that some equality strands are more likely to be affected by the adoption of the proposed new contracts, for example men and those employees aged between 45 to 54, than other equality strands. This is due to men and employees aged between 45 and 54 being overrepresented in the group of those affected by the change, as compared with their representation in the Council's workforce as a whole.</p> <p>Overall there is no evidence to suggest that any equality group will be disadvantaged by the implementation, as considered overall the proposed new contracts are not less advantageous to the affected population than the contracts that apply to the rest of the Council's workforce.</p>	<p>There is a gap in the religion/belief and sexual orientation information of the affected employees as well as Council wide. The analysis identified that 44% of the employees affected by the implementation did not declare having a particular religion/belief or sexual orientation.</p> <p>It is intended that we will seek to address the gaps by a running council wide exercise. In addition, we will be sending out a form to obtain this data with all new senior manager contracts and reminding this population of the Council's obligation to collate, monitor and report on the protected strands.</p> <p>HR has set up effective consultation and engagement workshops to help employees understand the new Senior Managers Pay and Grading arrangements, it's implementation and how it affects them.</p>

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
Trade Unions HR	Holding weekly meetings with unions. Workshops to provide an update on the progress so far and to advise on the next steps.

Stage 8 - Final impact analysis

A final assessment will be completed after the implementation of the new Senior Managers Pay and Grading Review.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

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

Report for: **Staffing and Remuneration Committee**

Item number: **8**

Title: **Pay Policy Statement 2016-17**

**Report
authorised by:** **Jacquie McGeachie – Assistant Director, Human Resources**

Lead Officer: **Ian Morgan – Reward Strategy Manager, Human Resources**

Ward(s) affected: **All**

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

1. Describe the issue under consideration

- 1.1 The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at full Council on 23rd March 2015.
- 1.2 The attached Pay Policy Statement provides an update for publication in April 2016.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

- 3.1. That the Committee approve the draft Pay Policy Statement 2016/17, attached at Appendix A, on the assumptions that:
 - (a) the Committee has approved at its meeting on 26th January 2016 final versions of employment contracts to be issued to the Chief Executive and to other Chief Officers/ Senior Managers , to take effect from 1st April 2016, such contracts containing a clause that there are no collective agreements relating to the terms and conditions of the employee's employment with the Council. and
 - b) that by 1st April 2016 all the Chief Officers and Senior Managers whose current contracts incorporate a collective agreement or collective agreements have accepted them.
- 3.2. If either assumption (a) or (b) above proves to be incorrect then the Assistant Director of Human Resources is authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as she considers appropriate to reflect the correct factual position.

- 3.3. The Assistant Director of Human Resources is also authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as she considers minor.
- 3.4. That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 21st March 2016.

4. Reason for decision

- 4.1. In accordance with sections 38 and 39 of the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31 March of the previous financial year.

5. Alternative options considered

- 5.1. The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

6. Background information

- 6.1. The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement.
- 6.2. Under this legislation the Council is obliged to state how the pay of senior managers is determined. In addition, the supplementary guidance issued under section 40 of the Localism Act requires full Council to be given the opportunity to vote on any proposed payment upon appointment or termination of employment of £100,000 or more.
- 6.3. It is not proposed that the approval of payment upon appointment or termination of employment of £100,000 per annum or more should be reserved to Full Council. To do so would create unnecessary delay in either appointing or finalising the termination of the employment of an officer. The risks of this are that the Council may lose a potential appointee whilst they wait for a salary approval. In the case of a termination of employment by way of agreement the officer's employment could not be ended until the severance payment was agreed. This would create an unnecessary cost as the officer would need to remain on full pay until this decision was taken. The Committee's current terms of reference provide that it is required to consider and approve payment upon appointment or termination of employment of £100,000 per annum or more.
- 6.4. Paragraph 4.2 of the draft Pay Policy Statement says that the pay and terms of conditions for Chief Officers and Senior Managers are determined locally and that they do not depend on national negotiations to decide pay levels or awards. Currently there will be some Chief Officers or Senior Managers whose pay does depend on national negotiations. The Committee agreed on 14th December 2015 to issue contracts for comment to the Chief Executive and to all other Chief Officers/ Senior Managers, final versions of these contracts to be brought back to the Committee on 26th January 2016 for approval, these approved versions to be then issued to take effect from 1st April 2016. The contracts issued for comment provide that there are no collective agreements relating to the terms and conditions of the employee's employment with the Council. If the

final issued version of these contracts contains this clause, and if all the Chief Officers/ Senior Managers whose pay depends on national negotiations accept the new contracts by 1st April 2016, then paragraph 4.2 will be correct. If either of these conditions is not correct, then paragraph 4.2 will need amending. Recommendation 3.2 provides a mechanism for making the necessary amendments to paragraph 4.2 without the draft Pay Policy Statement having to be brought back to the Committee for further consideration, through the Committee authorising the Assistant Director of Human Resources in consultation with the Chair of the Committee to make the necessary amendments.

- 6.5. It may be necessary for minor amendments to the draft Pay Policy Statement to be made between its approval by the Committee and its consideration by full Council. For example, paragraph 5.3 may need updating depending on the progress of pay negotiations with the trade unions. Recommendation 3.3 provides a mechanism for making minor amendments to the draft Pay Policy Statement without it having to be brought back to the Committee for further consideration, through the Committee authorising the Assistant Director of Human Resources in consultation with the Chair of the Committee to make the necessary amendments.

7. Contribution to strategic outcomes

- 7.1. The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

Assistant Director of Corporate Governance Comments

- 8.1. In accordance with sections 38 and 39 of the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31 March of the previous financial year. In addition the Council may resolve to amend its Pay Policy Statement at any time during the financial year. As soon as is reasonably practicable following approval the statement must be published including publication on the Council's website.
- 8.2. The Council is under a duty to have regard to any guidance issued or approved by the Secretary of State. Guidance issued under section 40 of the Localism Act 2011 has been taken into account in the preparation of this Pay Policy Statement.
- 8.3. The Accounts and Audit Regulations 2015 (" the Regulations") require the Council to include in its annual accounts a note of the remuneration of senior employees . "Senior employees" are defined by the Regulations as employees whose salary is £150,000 or more per year and certain other employees whose salary is £50,000 or more per year, such as the Chief Executive, statutory Chief Officers and non – statutory Chief Officers.
- 8.4. The Government has issued in February 2015 under section 2 of the Local Government, Planning and Land Act 1980 a Local Government Transparency

Code 2015 . The requirements of the Code have been taken into account in the preparation of this Pay Policy Statement. These requirements include the publication of an organisation chart covering staff in the top three levels of the organisation, the publication of a list of responsibilities and details of bonuses and benefits in kind for senior employees as defined by the Regulations whose salary exceeds £50,000, and the publication of a “pay multiple”, being the ratio between the highest paid salary and the median salary of the whole of the Council’s workforce.

- 8.5. The Pay Policy Statement fulfils all the requirements of the Localism Act 2011.

Chief Finance Officer Comments

- 8.6. The Chief Finance Officer has been consulted and can confirm that there are no direct financial implications arising from this report.

Equalities Comments

- 8.7. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

8.7.1. Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

8.7.2. Advance equality of opportunity between people who share those protected characteristics and people who do not;

8.7.3. Foster good relations between people who share those characteristics and people who do not.

- 8.8. The Pay Policy Statement supports the Council’s approach to remuneration for its workforce in an accountable, fair and transparent way. This therefore supports the Council’s equalities policy and promotes equal pay.

9. Use of Appendices

- 9.1. Appendix A – Pay Policy Statement

10. Local Government (Access to Information) Act 1985

- 10.1. No documents that require listing were used in the preparation of this report.



Pay Policy Statement 2016/17

Published
April 2016

DRAFT

1. Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement has been approved by Full Council on 21/03/2016 and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4. This statement does not apply to Council employees based in schools.

Related Remuneration and Transparency Context

- 1.5 The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 ("the Code"), published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.
- 1.6 Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid £50,000 or more per year is published on the Council's website. [See here](#).

2 Governance arrangements for pay and conditions of service within Haringey

- 2.1 The Staffing & Remuneration Committee as referred to in the Council's constitution Part three, section B under its Terms of Reference has responsibility for the terms and conditions of service for all staff. The Staffing & Remuneration Committee is a Committee of Full Council.
- 2.2 The Staffing & Remuneration Committee is accountable for the remuneration of Chief Officers (see section 4 for more details) and pay in general and will ensure that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation (see section 7 for more information). This Committee will remit the Pay Policy Statement for approval by Full Council.

3 Pay Strategy

- 3.1 In December 2014 the Staffing & Remuneration Committee agreed the Council's Modern Reward Strategy that included a review of Chief Officer and Senior Managers pay and grading arrangements.
- 3.2 The Council's vision includes the provision to adopt a reward strategy that is modern, sustainable, fair and transparent concerning pay, which rewards people appropriately for their contribution to the Council.
- 3.3 The changes for Chief Officers and Senior Managers are effective from 1 April 2016. This Pay Policy Statement sets out the new pay arrangements.
- 3.4 The pay and grading review for the rest of the workforce, i.e. those employees covered by the National Joint Council (NJC) for Local Government Services Green Book will be completed during the financial year 2016/17. The implementation date will be dependent on the progress of the project and will be a matter of consultation with the recognised trade unions.

4 Remuneration arrangements of Senior Managers and Chief Officers including the Chief Executive

- 4.1 The Council's Chief Officers are the Head of Paid Service (the Chief Executive), the Monitoring Officer, statutory chief officers, or non-statutory chief officers being officers who report to the Chief Executive, including the Strategic Leadership Team. The term "Chief Officers" also includes deputy chief officers being officers who report directly to a statutory or non-statutory chief officer. The Council defines its Senior Managers as those staff appointed on senior manager pay grades – which start at remuneration levels of £58,600 per annum. Chief Officers and Senior Managers are contracted to work as many hours as required to complete the job.
- 4.2 The pay and terms and conditions for Chief Officers and Senior Managers are determined locally. As such they do not depend on national negotiations to decide pay levels or awards.
- 4.3 The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff. Pay bands for Chief Officers and Senior Managers must be approved by the Staffing and Remuneration Committee. The pay bands for Chief Officers and Senior Managers are at Appendix A.
- 4.4 Where it is proposed to appoint to a Chief Officer post and the proposed salary is £100,000 per annum or more, the Staffing and Remuneration Committee must consider and approve the proposed salary. The current Chief Officer management structure including employee salaries costs, details of bonuses and benefits-in-kind, grade, department and team, whether permanent or temporary, staff contact details, salary ceiling, names, job titles, services and functions responsible for, budget held

and numbers of staff is published on the Council website. Names may only be published if individual salaries are £150,000 or more. [See here.](#)

- 4.5 The salary applicable to the Chief Officer posts is published on the Council website. [See here.](#)
- 4.6 Base pay for the senior management population will be reviewed, but not necessarily increased, annually. The progression of a Chief Officer or a Senior Manager through the pay band applicable to him/her will be contribution led based on individual, team and organisation performance. It will not be automatic and the process will be overseen by the Chief Executive.
- 4.7 The Council may, in exceptional circumstances, engage Senior Managers/Chief Officers under contracts for services. The Council publishes in accordance with the Code details of all payments made under contracts for services in excess of £500 on the council website. [See here.](#)

5 Remuneration of employees who are not Senior Managers or Chief Officers

- 5.1 The pay scales for all employees are increased in line with national and regional pay agreements.
- 5.2 For a majority of its employees who are not Senior Managers and Chief Officers the Council supports the NJC and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine (the exceptions to this are a small number of staff who are subject to the Soulbury, Teachers and NHS terms and conditions as detailed in paragraphs 5.6 to 5.11).
- 5.3 The last pay award agreement increasing the pay for employees covered by the NJC was implemented in two parts. A non-consolidated lump sum payment was made in December 2014 and an increase in pay spine points was made with effect from 1 January 2015. Refer to Appendix B for more detail.
- 5.4 The Council considers it important to be able to locally determine pay rates for some staff where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff.
- 5.5 The Council and the Trade Unions reached a local collective agreement in 2008 on 'single status' as part of the Equal Pay and Conditions package which covers a majority of its employees (employees subject to NJC conditions). This agreement details the working arrangements and allowances to be paid to employees such as overtime, weekend working and call out payments.
- 5.6 The Council employs a small number of employees who are Education Psychologists and Education Advisers/Inspectors and uses the national Soulbury pay scales for these employees.

- 5.7 The last pay award agreement increasing the pay spine points for employees covered by Soulbury conditions was implemented with effect from 1 March 2015. Refer to Appendix B for more detail.
- 5.8 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.
- 5.9 The last pay award agreement increasing the pay spine points for employees covered by TPAC conditions was implemented with effect from 1 September 2015. Refer to Appendix B for more detail.
- 5.10 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.
- 5.11 The last pay award agreement increasing the pay spine points for employees covered by NHS conditions was implemented with effect from 1 April 2015. Refer to Appendix B for more detail.
- 5.12 All employees subject to NJC, Soulbury & NHS conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.
- 5.13 Employees subject to TPAC conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1st of September each year until they reach the top of their grade.
- 5.14 The Council approved with effect from May 2011 that in future the pay of Council employees at the lower ends of the pay spine receive a level of pay in line with the London Living Wage rate as determined from time to time by the Greater London Authority. This will be by way of an hourly pay supplement as appropriate to ensure that the London Living Wage rate is achieved. This rate was set at £9.40 per hour with effect from 31 October 2015 and is equivalent to a full time annual salary of £17,644.85 (exceptions to this are apprentices/trainees/interns).

6 Job Evaluation

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

7 Pay Multiple

- 7.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.
- 7.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (eg all taxable earnings for 2015-2016 including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind). The calculation of earnings excludes the cash value of pension provision.
- 7.3 The Council defines its lowest paid employees as those paid at the lowest pay scale 1A which is pay spine points 6 – 7 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay grade in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.14.

Description	2016/17
Highest Paid	*£200,314
Median	£30,440
Lowest	£17,645
Highest to median ratio	1:6.6
Highest to Lowest ratio	1:11.4

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

8 Pay on Appointment

- 8.1 All employees, including Chief Officers, are normally appointed on the lower half of the pay range appropriate for their grade.
- 8.2 The Council delegates authority to Chief Officers/ Chief Executive as appropriate to appoint staff above this part of the pay range.
- 8.3 The salary of the Chief Executive, and of any other Chief Officer where the proposed salary is £100,000 or more, will be determined by the Staffing and Remuneration Committee as outlined in paragraph 4.4.

9 Recruitment & Retention payments

- 9.1 The Council acknowledges that our employees are our best asset and that due to external factors recruitment and retention allowances will be required for some posts in order to attract and retain good staff.

9.2 Recruitment and retention allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.

9.3 A recruitment / retention allowance is deemed suitable where there is evidence of one or more of the following:

- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
- Pay benchmarking exercises show that similar local authorities offer recruitment and retention allowances or a higher salary for the same work.
- A national /local skills shortage where the Council is competing with a number of other employers for applicants.
- The post is highly specialised with a limited number of potential applicants.

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

10 Fees for Election Duties

10.1 Council staff may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.

10.2 Returning Officer duties (and those of the Deputy Returning Officer) are contractual requirements, and fees paid to them for national elections/referendums are paid in accordance with the appropriate Statutory Fees and Charges Order and are paid by the body responsible for the conduct of the election.

11 Pension

11.1 There are three pension schemes covering the Council's employees.

11.2 A majority of its employees are entitled to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published on the council's website, [see here](#).

11.3 Centrally employed Teachers are entitled to join the Teachers pension scheme and receive benefits in accordance with the provisions of that Scheme.

11.4 Public Health employees who transferred from the NHS and are members of the NHS pension scheme continue to receive benefits in accordance with the provisions of that Scheme.

12 Other Terms and Conditions of Employment

- 12.1 The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.
- 12.2 The Council and unions agreement on 'single status' reached in 2008 as part of the collective agreement on Equal pay and conditions outlines the working arrangements and the payments to be made to a majority of employees below senior manager grades for working outside normal working hours including overtime, and call out payments.

13 Payments on Termination of Employment

- 13.1 In the event that the Council terminates the employment of an employee (including Senior Managers and Chief Officers) on the grounds of redundancy they will receive compensation and benefits in accordance with the Council's Redundancy scheme, which is published on the Council's website, [see here](#). Exceptions to this are employees who have TUPE transferred into the Council with different contractual entitlements.
- 13.2 Severance payments of £100,000 or more for Chief Officers must be considered and approved by the Staffing & Remuneration Committee.
- 13.3 Details of redundancy compensation payments paid to senior management are published on the Council's website, [see here](#).
- 13.4 The Council's Redundancy schemes may be subject to change as part of the modernising pay review.

14 Re-employment of Employees

- 14.1 Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.
- 14.2 Should a successful candidate be in receipt of a redundancy payment the Council will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 regarding the recovery of redundancy payments. The rules of the Local Government Pension Scheme also have provisions to reduce pension payments in certain circumstances to those who return to work within local government service.

15 Further Information

- 15.1 For further information on the Council's Pay Policy please contact the Council's Reward Manager on 020 8489 3692.

Chief Officer/Senior Manager Pay Bands

Job Level	Role	Pay Bands		
			Minimum	Maximum
Level A	Strategic Leadership Team	Step 2	£173,700	£201,900
		Step 1	£136,200	£158,200
Level B	Director / Assistant Director	Step 2	£111,000	£129,000
		Step 1	£94,800	£110,200
Level C	Head of Service/Senior Professional III	Step 3	£80,800	£93,800
		Step 2	£68,600	£79,800
		Step 1	£58,600	£68,000

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
National Joint Council (NJC) for Local Government Services – Green Book (a majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	2014 to 2016 - 2 year pay deal in 2 parts a) Lump sum non-consolidated payment for a majority of employees ranging from £100 to £325 paid in December 2014 b) Increase in pay spinal points effective from 1 January 15 by 2.2% for a majority of employees and up to 8.56% for a small number of employees at the lower ends of the pay spine	1 April 2016 (Proposed pay offer has been put forward – awaiting outcome Dec 2015)
Chief Executive, Chief Officers & Senior Managers	The HAY job evaluation scheme		1 April 2016 (subject to outcome of Annual Pay Review)
Teachers Pay & Conditions - TPAC (centrally employed Teachers)	Teachers Pay and conditions documents	1 year pay deal. Increase of 1% on the majority of spinal points effective from 1 September 2015 with the exception of some spinal points receiving no increase and 1 spinal point receiving 2%.	1 September 2016
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	18 month pay deal increasing spinal points effective from 1 March 2015 by 2.2%	1 September 2016
Public Health (ex-NHS staff)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or Hay scheme for those whose roles have been reviewed since the transfer date)	1 year pay deal. Increase of 1% on pay spine points 9-42 consolidated and no increase to spine points 43-54 effective from 1 April 2015.	1 April 2016

Report for: Staffing and Remuneration Committee 26th January 2016

Item number: 9

Title: Shared Business Support

Report authorised by : Jacquie McGeachie: Assistant Director Human Resources and Shared Services

Lead Officer: Caroline Humphrey, 02084891174,
caroline.humphrey@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The Shared Business Support programme has been instigated to identify and review all the business support functions embedded within the business units within the council. Any support functions should be shaped as effectively as possible to meet the needs of the organisation and the future financial position, in the context of a £70m reduction, increased self service and protecting frontline services. The purpose of the review is to determine and implement the most effective model of business support to meet the Council's objectives, best utilising the resources for the Council as a whole by creating a professional and efficient service.

2. Cabinet Member Introduction

Not Applicable.

3. Recommendations

That the Committee note the background and progress update on the Shared Business Support Review.

4. Reasons for decision

Not applicable.

5. Alternative options considered

The other option considered was to leave the business support reviews to remain within the business units and to be managed on an individual basis. This has been the historical practice and as a result, the business support in the Council is inconsistent and inefficient in many areas, as well as many staff being disaffected. To continue on this route does not allow for the creation and development of a professional workforce providing an efficient and effective service that can be best shaped to meet the needs of the Council as a whole.

6. Background information

The Senior Leadership Team (SLT) has agreed to review business support services across the Council and look at creating a business support function managed centrally by the Shared Service Centre.

By bringing business support services together the Council is aiming to:

- Deliver a more efficient, customer focused service designed to meet the needs of the Council.
- Provide a cost effective service, underpinned by ICT and efficient processes.
- Recognise and develop business support as a profession
- Create clear career paths and progression opportunities for staff
- Give people the training, skills and technology needed to do their jobs
- An agile service that can respond to the needs of the Council more effectively, providing contingency and continuity.

A number of authorities have undertaken and implemented shared business support review, It is important to note that there is not one size fits all and each authority has designed something to meet their individual organisations needs. Whilst the models have varied, each has seen efficiencies of between 20% and 30% have been reported. Specific benchmarking has been undertaken with four authorities Medway, London Borough of Croydon, London Borough of Sutton and Southampton City Council and efficiencies have been as a result of;

- Better management of demand - a consolidated service delivering a true requirement rather than an over-stated requirement by ensuring:
 - Some requirements are placed into self-serve
 - Non value added activities are eliminated
- Better management of supply - delivery of the true requirement in a more effective and efficient way by:
 - Establishing an economy of scale and more efficient resource allocation
 - Standardisation and redesign of business processes
- Improved technology facilitating channel shift and self serve.

The benefit of the benchmarking has enabled us to identify the good practice and learn from the lessons learnt so that we can apply these principles to the councils review.

Progress to date has been focussed on establishing the programme and engaging with the services.

- An appointment to the Head of Shared Business Support has been made; this is an internal appointment initially for 12 months.
- A key piece of work has been the identification of potentially affected roles and staff. As would be anticipated the number of roles and the

definition of business support has varied between services. As a result the nature of the roles ranges from junior support officer roles (SC4 to SC5) to more senior specialist support roles (PO2 to PO4). Currently there are 270 roles that have been identified as potentially in scope and clarity on actual numbers will be finalised following further analysis.

- There has been extensive engagement with Services, this included meeting with the Assistant Directors and their management teams. This has been followed up with further sessions with Heads of Services to delve further into the roles and functions within their teams. There have also been briefing sessions with line managers of potentially affected staff, as well as a presentation at the Corporate Management Group.
- Commenced Engagement with staff and unions, with briefing sessions been held with staff with Unions in attendance, the approach has received positive feedback from the unions.
- Business requirements gathering workshops are underway; this has involved Business Analysts meeting with services and teams to understand business support in their areas as is currently delivered and also to gain an understanding of support requirements in the future as transformation programmes are delivered. The data captured will provide an insight into the type of functions and the volumes, which will help shape the operating model going forward. It is anticipated that options will be available for consideration March / April 2016. The emerging model is one that has a core/generic service that is centralised and more specialist support embedded in service but still centrally managed to enable a more agile and efficient workforce.
- Initial benchmarking activity has been undertaken and further activity is being planned in the new year.
- At the October Resources Priority Board it was determined that an Independent review of the Outline Business Case be undertaken to assess and validate the business case. This is good practice in any circumstance, however as the original Programme Manager is no longer with us and the newly appointed Head of Shared Business Support is already reviewing the programme to date, this will provide

an additional input into the work been undertaken by the Head of Service. This work is looking at reviewing the assumptions and the outline programme as originally proposed to ensure that the revised business case is comprehensive, realistic, and robust and provides value for money. Ultimately providing a firm foundation for the programme going forward.

7. Contribution to strategic outcomes

This programme is an enabler to releasing Administration costs in the organisation which contribute to the MTFS.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Assistant Director of Corporate Governance

In connection with the restructure business support services the Council will need to comply with its Restructure and Redeployment Policies to reduce the risk of successful unfair dismissal claims by staff made redundant as a result of the restructure.

8.2 Head of Finance

The cost of this project has been met from approved budgets from the Transformation Fund, it is expected that the efficiency savings identified from the project will exceed the costs of undertaking the review. It is likely that at the conclusion of the project, some budgets will need to be re-aligned to reflect changes in working arrangements and these virements will need to be approved by Cabinet in line with Financial Regulations

9. Use of Appendices

Appendix 1 - Presentation to be shared at the committee meeting

10. Local Government (Access to Information) Act 1985

Not applicable Not applicable

Shared Business Support

Staffing and Remuneration
Committee
Jan 2016

Contents

- Organisation context
- Best Practice
- Progress to date
- Business Support activities
- Target operating model and design principles
- Benefits
- Next steps

Organisation context

The Senior Leadership Team have agreed to set up a new shared business service, based on:

- A smaller, leaner organisation - £70m savings and 650 fewer staff
- We need to protect front-line services - so all support services need to be as efficient as possible.
- More emphasis on customer and employee self-serve - e.g. CST, SSC

What is best practice?

Mixed model

- Differing processes and approaches
- Uneven spread of resources
- Potential for expertise and capacity gaps within business areas
- Range of technology solutions – so limited opportunities to streamline support activities
- Peaks and troughs managed at service level so no ability to deploy resources where most needed
- Limited use of technology to enable self service



Shared service

- Clear support offering for all business areas with agreed service standards
- Business support services commissioned by service areas – evolving to meet the changing needs of the council
- Common processes and technology – increased efficiency
- Better sharing and application of best practice
- Ability to redirect resources to meet peaks and troughs in seasonal workload
- Greater use of technology to enable self service
- Business support recognised as a profession with clear career paths and progression opportunities

What other councils have said

Staff:

“Overall, working in a shared service has given them greater job satisfaction and more opportunities”

Specifically:

- **improved resilience for staff** and less susceptible towards further cuts that damage delivery
- **professional consistency** - all staff providing professional advisory support such as financial advice should be accountable to the head of that profession.
- **clearer career pathways.** All staff within the new structure will have access to learning, development and training opportunities to ensure they have the right skills to deliver consistent levels of service provision

Managers:

“We now have more time to focus on services for residents”

Specifically:

- **greater flexibility to meet peaks in demand**
- **improved resilience** for the business if individuals are sick or leave the organisation
- **service consistency** by pooling resources and introducing minimum standards
- **making better use of our reduced resources** by prioritising those areas of work customers have told us they want, and we are best placed to deliver.

Progress to date:

- SLT have agreed high level model and briefed DMTs/SMT on initial data gathering approach
- Further business requirements gathering workshops and additional benchmarking underway at present
- Extensive engagement with Assistant Directors and their management teams; as well as with line managers of potentially affected staff
- Engaged with staff and unions – with positive feedback from the unions on our approach

What is business support?

Activities
Customer Liaison
Action Taking/Minutes in Statutory/Corporate meetings
Raising and processing purchase orders/Invoices
Executive Management Support
Information & Data input
Case management and handling of customer enquiries and assessments
Organising and Administration of Events/Meetings
Printing & Photocopying
Manage diaries/inboxes on behalf of staff/teams
Information & Data analysis
Scanning and Indexing
Post Handling & Distribution
FOI, Complaints, Members Enquiries, Subject access requests
Budget management and forecasting on behalf of managers
ICT support
Action Taking/Minutes in Non-Statutory meetings
Mail outs
HR, recruitment & payroll administration
Data Management/Quality
Bookings on behalf of Team/Staff
Web Publishing and Maintenance
Document Production e.g newsletters etc
Document Management & Retrieval
Disclosure & Barring

- Underpins everything we do – helping ensure our council is well run so we can deliver the best possible service to people in Haringey.
- Includes a wide range of general and functional administrative activities.
- Many of the statutory duties that the council undertakes are carried out by business support staff.

Business Support Functions By Pillars

Haringey

1. Document Management

Printing & Photocopying

Scanning & Indexing

Post Handling and Distribution

Court Bundling

Production

Mail outs

Retrieval, maintenance & archive

2. Admin & Data Entry

Data Input and update

Data Quality Management

Data analysis and reporting

Web content management

Disclosure & Barring & ID Checks

3. Customer Liaison

Reception

Telephone Tier 1
Non Contact Centre

Telephone Tier 2
Non Contact Centre

4. HR/Finance/IT Processes

HR Process Support

Purchase Orders Invoice Management

Budget Management & Forecasting Support

5. Meetings & Emails Mgt

Diary and Email Management

Manage Team Bookings

Minutes and actions
Non Stat Meetings

Minutes and actions
Stat Meetings

Schedule and administer meetings and events

PLUS

6. Complaints, FOI & Members

7. Executive and Personal Support

Delivery of the Shared Business Services Programme – Target Operating Model

These principles govern how the design and implementation of the Shared Business Services (SBS) Target Operating Model will be delivered.

1 Leave the past behind and start with needs

2 Be consistent not uniform – design according to business and customer requirements be they simple or complex

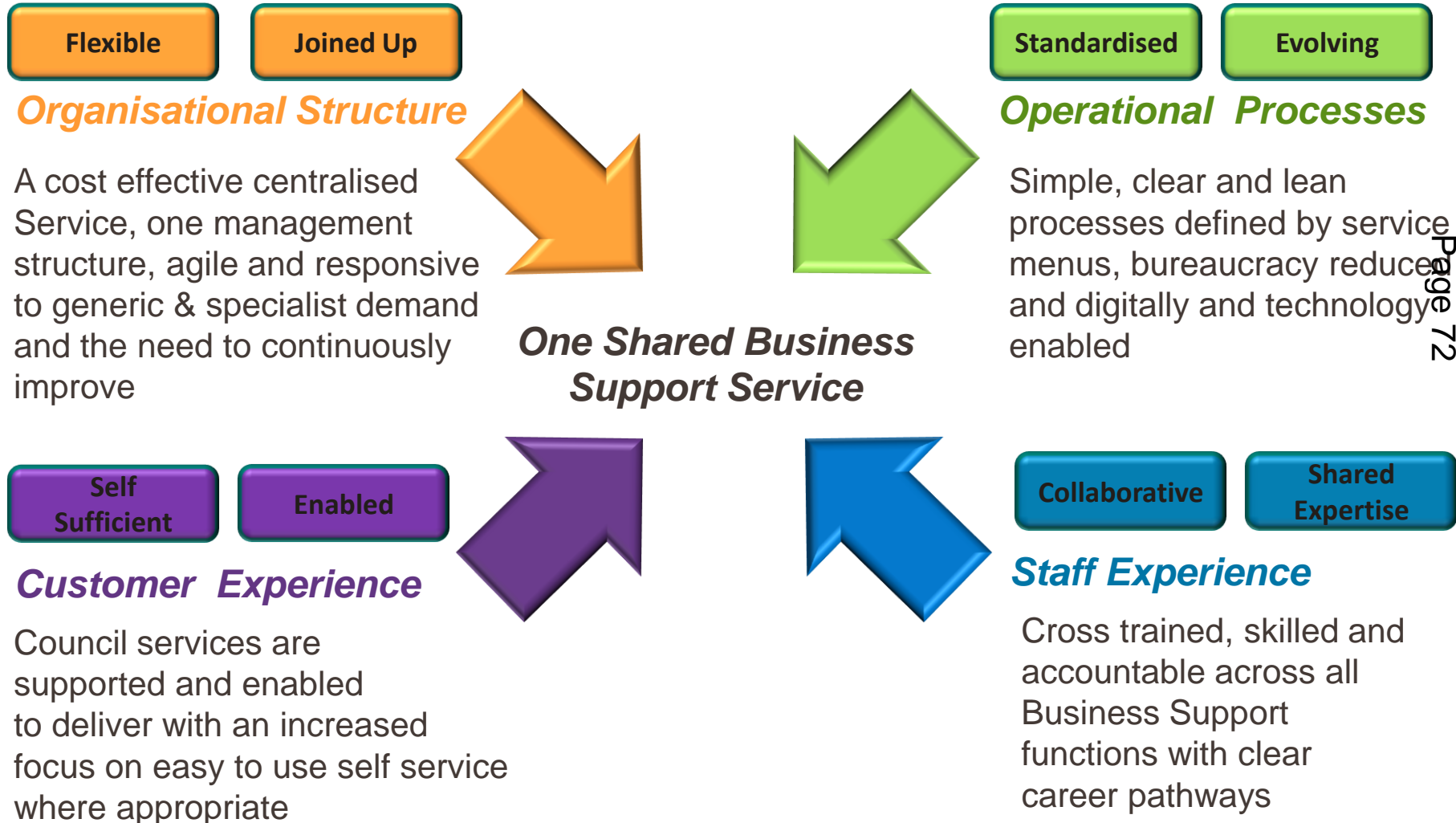
3 Design with data and evidence

4 Iterate, consult and test, then iterate again

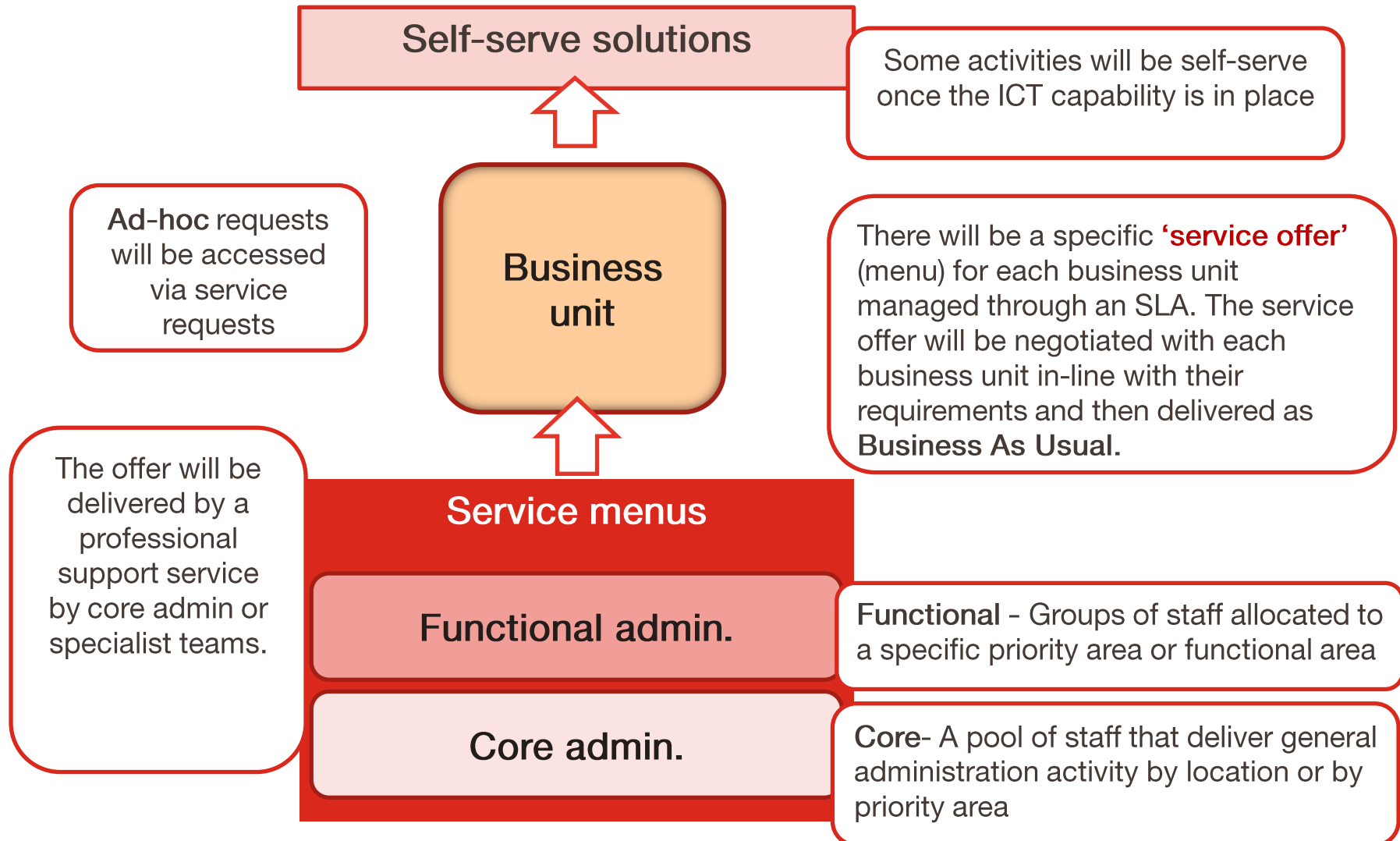
5 Fix the structure last, not first

Design Principles

Defining the core elements of the future Business Support Model



How it may work in practice?



Benefits

Financial

- 20 to 30% efficiency through
 - Demand and Supply Management
 - Business Process redesign
 - ICT developments
 - Self serve
 - Stopping activities

Non Financial

- Business support recognised as a profession with clear career paths and progression opportunities
- Opportunities to develop new skills
- A team approach – staff are able to share the load during busy times or when people are on leave
- Promote a stronger culture and identity
- Greater clarity around lines of accountability and responsibility
- Recognition for good quality support skills

Next Steps

- Confirm scope and activity analysis
- Further benchmarking activity
- Complete business requirements gathering and analysis
- Agree target operating model
- Business Process Redesign activity
- Identification / confirmation of IT solutions
- Next stage of communication and engagement

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Report for: Staffing & Remuneration Committee, 26 January 2016

Item number: 10

Title: Forward Plan to March 2016

**Report
authorised by :** Jacquie McGeachie

Lead Officer: Carole Engwell, HR Quality Assurance Manager,
0208 489 3377 carole.engwell@haringey.gov.uk

Ward(s) affected: None

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

1. Describe the issue under consideration

- 1.1. To inform the Staffing & Remuneration Committee of the reports detailed on the Forward Plan until the end of the municipal year.

2. Cabinet Member Introduction

- 2.1. Not applicable.

3. Recommendations

- 3.1. That the Forward Plan be noted

4. Reason for decision

- 4.1. Not applicable.

5. Alternative options considered

- 5.1. Not applicable.

6. Background information

- 6.1. Not applicable

7. Contribution to strategic outcomes

- 7.1. Each report detailed on the Forward Plan is linked to a strategic outcome.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

- 8.1. Not applicable, the report is for information only.

9. Use of Appendices

9.1. The Forward Plan is attached at Appendix 1.

10. Local Government (Access to Information) Act 1985

10.1. Not applicable.

Appendix 1: Forward Plan

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
31 March 2016	Performance Management Q3 (Oct - Dec)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
31 March 2015	Initial findings from the Staff Survey	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Presentation	Public
31 March 2015	Collective Disputes Procedure	Non-Key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
31 March 2016	New HR Policy - Purchasing Additional Annual Leave	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
31 March 2016	Apprentices: Review & Next Steps	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public

January 2017	Review of Children's Services Recruitment & Retention Offer	Non-key	Staffing & Remuneration Committee	Jon Abbey	Report	Public
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Report for: Staffing & Remuneration Committee, 26 January 2016

Item number: 11

Title: Workforce Plan: Summary of Year One Achievements and Proposals for Year Two

Report authorised by : Jacquie McGeachie, Assistant Director HR and SSC

Lead Officer: Daksha Desai, Head of Workforce Programme

Ward(s) affected: None

Report for Key/ Non Key Decision: Non Key

1. Describe the issue under consideration

- 1.1. The Workforce Plan has been in place since April 2015 and this report provides the Staffing and Remuneration Committee with a progress report which will include achievements to date, planned activities for the next quarter, and draft proposals for year two.
- 1.2. A presentation is appended to this report which will be used to deliver this item at the committee meeting.

2. Cabinet Member Introduction
Not applicable

3. Recommendations
The committee to note this report.

4. Reason for decision
Not applicable

5. Alternative options considered
Not applicable

6. Background information

- 6.1. The Workforce Plan sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It is a three year plan which was developed alongside the Council's Medium Term Financial Strategy (MTFS) 2015-18 to help deliver on the goals set out in the Corporate Plan and be ready for the future.
- 6.2. The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. Done well it will achieve a number of mutual benefits for our communities, the organisation, managers and our staff.
- 6.3. The Workforce Plan is promoted to staff using the Prefix of "My" against five broad areas – My Pay, My Career, My Wellbeing, My Performance and My Skills. The "My" concept has also been used when introducing new initiatives and products. For

example, our revised appraisal system is now referred to as My Conversation. In addition, there is also the Haringey Academy which was launched prior to the Workforce Plan and remains a key delivery vehicle for this plan.

7. A Review of Year One

- 7.1. The focus in the first year has been to get the basic infrastructure in place which will help attract and develop the right staff with the right skills and conversely also support staff that leave to be well equipped to find alternative employment. In practice, this has meant designing and launching a series of products that introduces change at an individual, manager and organisation level as well as targeting specific groups such as those facing redeployment and reviewing our Head of Service population.
- 7.2. An early review of the key deliverables for year one as published in the Workforce Plan was undertaken (see illustration below). Of the 22 activities listed nine have been completed, nine have been started but further work to embed change is required and four have not started. The four activities which have not started will commence during 2016 and in the case of employee handbook, monthly mood monitors, pulse surveys and vision videos these will probably be in a different guise as our intention is to capitalise on Fuse, our new IT learning platform. Fuse was implemented in October 2015 and is accessible via a number of internet platforms including smart phones. As a system it will help us introduce new ways of learning and development. The “succession planning and ‘job ready’ programmes” will be morphed into a talent management plan which will be introduced through a phased approach from April 2016. It was not possible to introduce this any sooner as there were a number of precursor activities which need to be introduced first such as Heads of Service Review, new appraisal system and Haringey Academy faculties.

Review of year 1 key deliverables



7.3. The above illustration indicates that the Workforce Plan has made a positive start and whilst it is too early to realise whole benefits, there have been a number of achievements which evidence a positive start and some of these are summarised below.

7.4. **Summary of key achievements to date**

7.4.1. **Launch of new values and brand** in September 2015 was based on input from 500 staff. The values set an expectation that every employee will demonstrate these in everything they do. They are a key element in describing how the organisation works, how it responds, and provides a language to enable feedback as part of the performance management process. The values are not a standalone product and the next phase in year two will be about embedding into the governance and business processes; for example the recruitment and selection process, staff recognition, and threaded into our procurement strategy so partners and suppliers understand our expectations when delivering a service to our residents.

7.4.2. **My Conversation** launched in April 2015, this new approach simplifies the appraisal process, refocusing the attention of a manager and employee to having continuous quality conversations. The revised appraisal form has been welcomed by most managers, some of the feedback received during the early design process included *"the new simple my conversation form is a welcome relief, and much more useful" to "I love the new form - it is stimulating sensible and proactive conversations"*. Complementing this is 'My Conversation Map' a performance tool which can be used to plot individual performance based on achievement of objectives and values and behaviours exhibited. The Map is currently being trialled by 400 plus staff from Public Health, Customer Services, Communications and the Shared Services Centre with a view to council wide implementation in April 2016.

7.4.3. **Fuse** is our new online learning platform that was launched October 2015 and represents a new way of learning for Haringey by making use of social media type tools to share and discuss ideas. Fuse is a key enabler to a number of planned workforce initiatives in years two and three as it has the potential to offer a range of new and interesting ways to engage with staff such as polls, sharing videos and giving immediate feedback through online comments which let others and us know about the usefulness of the learning resources available. Since its launch we have had 788 Haringey staff and 60 external partners actively use Fuse (ie. not just logging in for one-off view).

Fuse also supports our current thinking around modern workplace learning and the principles of 70-20-10, which tells us that 70% of our development comes through experience, 20% from sharing and observing and 10% from formal courses.

7.4.4. **My Career:** support for staff that stay and or leave in the form of professional one to one career coaching as well as access to expert online career resources via the My Career Portal which includes guidance through the entire job seeking and application process. Early feedback from staff about the My Career offers, particularly from those facing compulsory redundancy, has been very positive. One of the recipients of coaching informed us in writing *"To be honest I was a bit dubious about going to the coaching sessions but it has been one of the best things that I have experienced! [My coach] was very intuitive and whilst the initial purpose was to assist me with my career, they have been very helpful in getting me to realise that I don't need to worry about what others think about me, but to be confident in my abilities, skills and knowledge. The sessions were very helpful and I would recommend it to others."*

- 7.4.5. **Senior Manager Pay and Grading Review consultation** completed in October 2015 and as a result whole system change will be implemented to the way reward is governed for this group. Generic role profiles for all tier one, two and three roles have been created and evaluated using Hay Group Guide Chart methodology.
- 7.4.6. **Head of Service Review** has involved a complete review of all managerial tier three roles within the organisation with an aim to create a strongly defined group of managers with generic accountabilities. Seventy managers have taken part in a development programme which included development workshops and a 360 performance review in preparation for taking on the newly defined roles with increased accountability.
- 7.4.7. **Ethical entry schemes** attracting 16 apprentices and 5 interns into paid employment for a fixed period. As per the decision of this committee Interns are paid on a Scale 4 pro-rotta salary and apprentices are paid at National Minimum Wage for the first six months of their contract, rising to London Living Wage for the remainder of their apprenticeship. A further four apprentices will be recruited in 2016 to meet the target of recruiting 20 apprentices in the first year. The plan is to undertake a review of the scheme and report back findings to this committee in March 2016. To illustrate the positive impact this scheme can and has had on some individuals we received the following reply from one of the participants when asked *“What would you say the scheme has done for you?”* Answer: *“The apprenticeship scheme has done many things for me, which are unforgettable.... It has opened my eyes to the many different career options and to how the world of work is when it comes for looking for jobs and understanding the job market. It has re-built my aspirations for higher education and has helped me to demonstrate that I can work in a team and manage the deadlines and changes which occur at the workplace. I have learnt a lot about myself and what my capabilities are.”*

We have also partnered with Haringey Education and Business Partnership in an Interview Skills programme, which gave more than 100 Year 11 students from Woodside and Northumberland Park schools the opportunity to experience and learn from a mock interview, which offered individual feedback to each student.

Both activities support Priorities 1 & 4 in the Corporate Plan, which is to give every child and young person the best start in life and encourage growth and bring new jobs to the borough.

- 7.4.8. **Developing capability** of our staff through the Haringey Academy which includes faculties led by Corporate Leadership Group (CLG) members. Three faculties have been launched to date: Social Care, Programme and Project Management and Leadership and Management. There are three aspects to a faculty: follower, developer and fellow. Staff can browse (follower) faculty content on Fuse, apply for specific development (developer) and learn from experts (fellow). For example as part of the Leadership & Management faculty we have developed 24 first line managers and trained 12 staff drawn from all levels of the organisation to become career coaches.

7.5. **Key activities planned for January to March 2016**

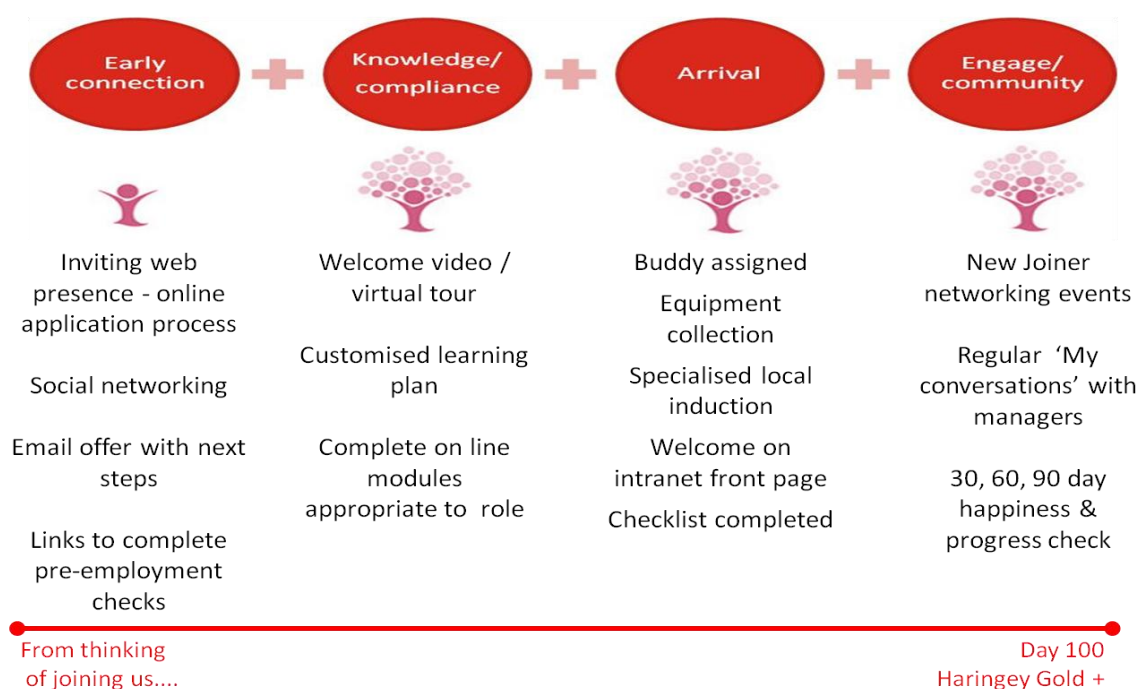
- 7.5.1. **Staff Survey:** the last council wide survey was carried out in 2013. The 2016 survey will be launched on 28 January 2016 with a view to reporting some of the results to this committee in March 2016.

This year we will use a survey procured by the LGA which is delivered in partnership with MRA Ltd. The survey will examine the characteristics and appeal of working at Haringey. The approach is based on Employee Value Proposition (EVP) principles,

with questions in the survey relating to the deal between the employer and employee. This approach has been used successfully by a number of other local authorities including Ealing, Thurrock, Redbridge, Barking and Dagenham and Kent County Council.

We have set an ambitious target of achieving an 80% survey return rate. Access to the survey will be via web based link and a road show with iPads will be provided for those staff whose access to a computer is limited. Response rate data will be fed to each Corporate Leadership Group member whilst the survey is open and they will receive an individual feedback session once the results are collated. The results from the survey will be used to collect feedback and insights which enable actionable plans to be developed for both services and the workforce plan.

- 7.5.2. **Induction:** with so much organisational change taking place there is a need to review and revise the way we carry out induction. This is a prime opportunity to connect new staff to the brand, values and set expectations from the outset. The illustration below highlights the planned approach which starts at the point of recruitment and flows through to day-100 at work.



The changes will be implemented through 2016, beginning with a buddy scheme and welcome video at the beginning of the year. In keeping with the desire to introduce both interesting and interactive approaches to learning, new employees will have access to materials such as a virtual tour and customised learning plans at the time of receiving their contract rather than after they start in the role.

- 7.5.3. New Contracts for Tier 3 Heads of Service staff to be implemented by April 2016 as part of our "My Pay" commitment to modernising our reward strategy.

8. Year Two proposals

- 8.1. Whereas the focus of year one has been predominantly about laying the foundations through a series of products that introduces change, year two will be concentrating efforts on embedding the products to create sustainable change and realise benefits.

We will also be using the results from the staff survey to help guide and direct resources effectively.

8.2. Other key proposals for year two currently includes:

- 8.2.1. **Digital literacy campaign:** technology helps us to do things faster, easier and better so long as our staff have the confidence and competency to work digitally. We know from a number of recent reviews as well as the volume of calls made to the Shared Service Centre that this is not the case. The purpose of this campaign will be to reverse that situation, recognising that it will take significant efforts and resources if there is to be a step improvement in the current standard of digitally literacy across the organisation.
- 8.2.2. **Workplace Wellbeing** plays a key role in creating flourishing organisations. Developed in conjunction with the Public Health team this will be a programme of events which fosters wellbeing and encourage staff to keep healthy in the workplace. In addition to 'podium events', it also includes a stress management audit available during restructures, training staff on how to have quality conversations about wellbeing and offering tools to strengthen individuals personal resilience. The offer will also be shaped by the findings from the staff survey being carried out in January which includes a specific wellbeing section.
- 8.2.3. **Staff Deal (Are you in?):** to convert the current Staff Offer which was developed in the early part of 2015 into a Staff Deal. This will then be used as the basis for developing a set of activities to re-engage the organisation to the new brand ('are you in?') and values as well as make clear what is the expected standards with regard to a number of key areas such as line management, finance and recognition all of which should support the required culture change. Managers will play a fundamental role in the implementation and messaging of this engagement programme.
- 8.2.4. **Talent management plan:** developing a framework which will help the organisation to identify and nurture talent and provide our ambitious staff with opportunities to develop their talents as well as introduce succession planning. An organisational view of the My Conversation Map which will be available from April 2016 will be a key tool to help us identify potential talent.

9. **Contribution to strategic outcomes**

- 9.1. The Corporate Plan, MTFS and Workforce Plan when read together describe the describe the priorities which the council will pursue, the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to successfully meet the future challenges.

10. **Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities**

10.1. **Chief Finance Officer**

The cost of preparing this report and the projects described within it have been contained within existing approved budgets. If any future work requires additional funding it will need to be agreed by Cabinet in line with Financial Regulations. Although there are no direct budget savings attached to the Workforce Plan, it is expected to help the Council to work more efficiently and hence support wider organisational efficiencies and therefore the Workforce Plan will help the Council respond to the reduced funding available going forward.

10.2. **Assistant Direct of Corporate Governance**

Before using the proposed employee handbook the Council will need to consider which parts of the handbook it wishes to be legally binding on the Council. The content of an employee handbook may be legally binding on an employer through being expressly or impliedly incorporated into the employment contracts of the employees to whom the handbook applies. If the Council does not want particular parts of the handbook to be legally binding on it, it should say in the handbook that it does not want those parts to be incorporated into the employment contracts of those employees to whom the handbook applies.

11. **Use of Appendices**

Appendix 1: presentation

12. **Local Government (Access to Information) Act 1985**

Not applicable

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Workforce Plan 2015-18

Summary of year one achievements & proposals for year two

Staffing and Remuneration Committee presentation

January 2016

| Introduction

A 3 year plan developed alongside the Council's Medium Term Financial Strategy (MTFS) to deliver the Corporate Plan.

The Workforce Plan has been in place since April 2015.

This document reviews what has happened during this time. Although too early to be able to realise whole benefits, there have been a number of achievements which indicate the workforce plan has made a positive start. The review also

notes what activities are planned for the remaining period as well as some of the key challenges faced which will be addressed as part of this programme.



| About the Plan

Our Mechanism to ensure the Council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation.

Purpose

- 3 year plan developed alongside MTFS to deliver our Corporate Plan
- To create an agile workforce, skilled for the future, diverse, motivated and engage to deliver
- Manage workforce implications of MTFS in fair and transparent way

Organisation

- Managed as a corporate programme with 6 interrelated components
- Promoted to organisation (jigsaw) based on 5 broad themes – pay, career, performance, skills and wellbeing.

6 months on

- Focus has been to design and launch a series of products that introduces change at an individual, manager and organisation level
- See overleaf for snapshot review against year 1 deliverables

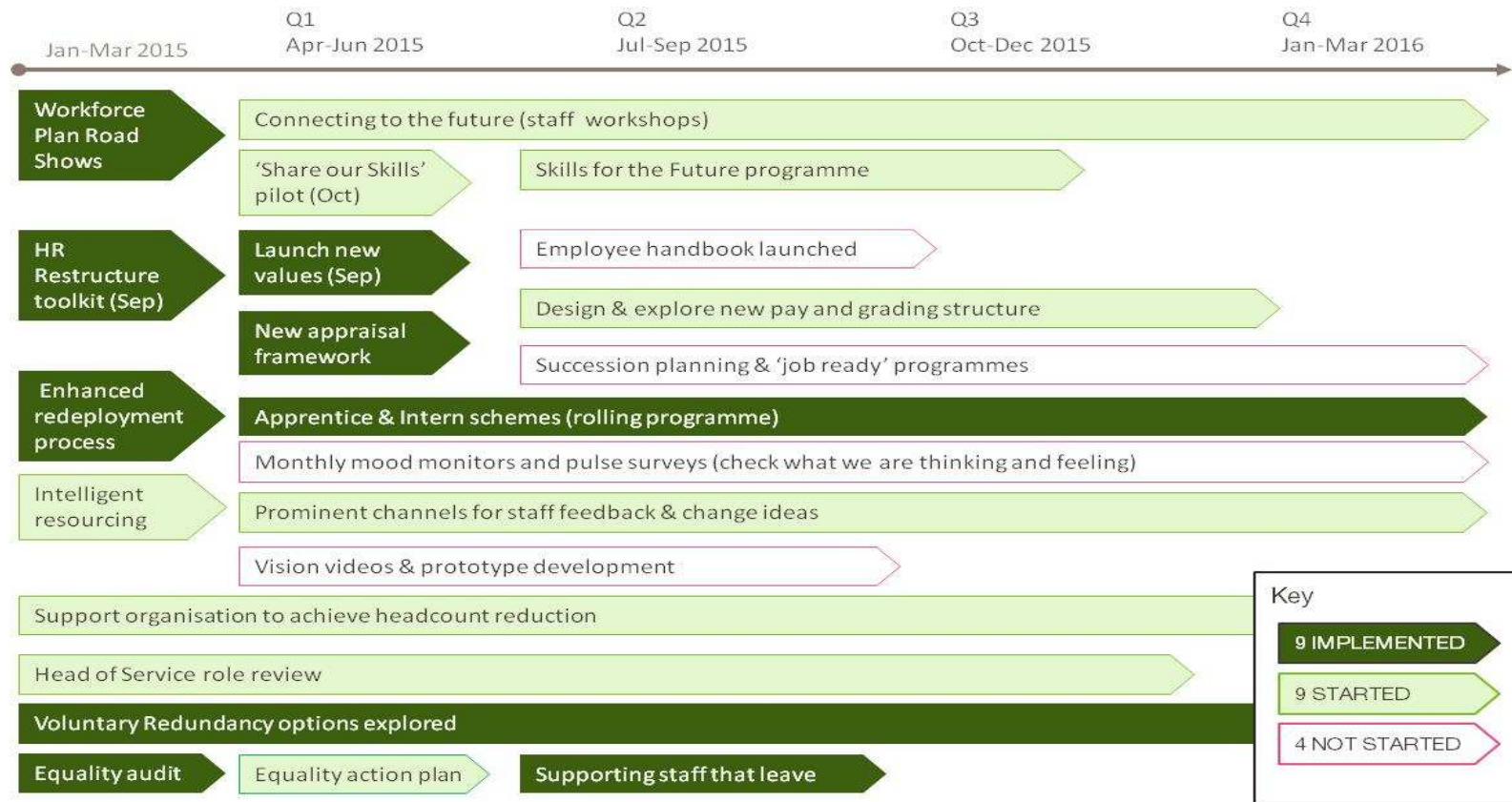
Next 18 months

- Focus on embedding products to sustain change
- Target engagement activities with wider audience groups
- Use survey evidence to inform and educate our focus and energies

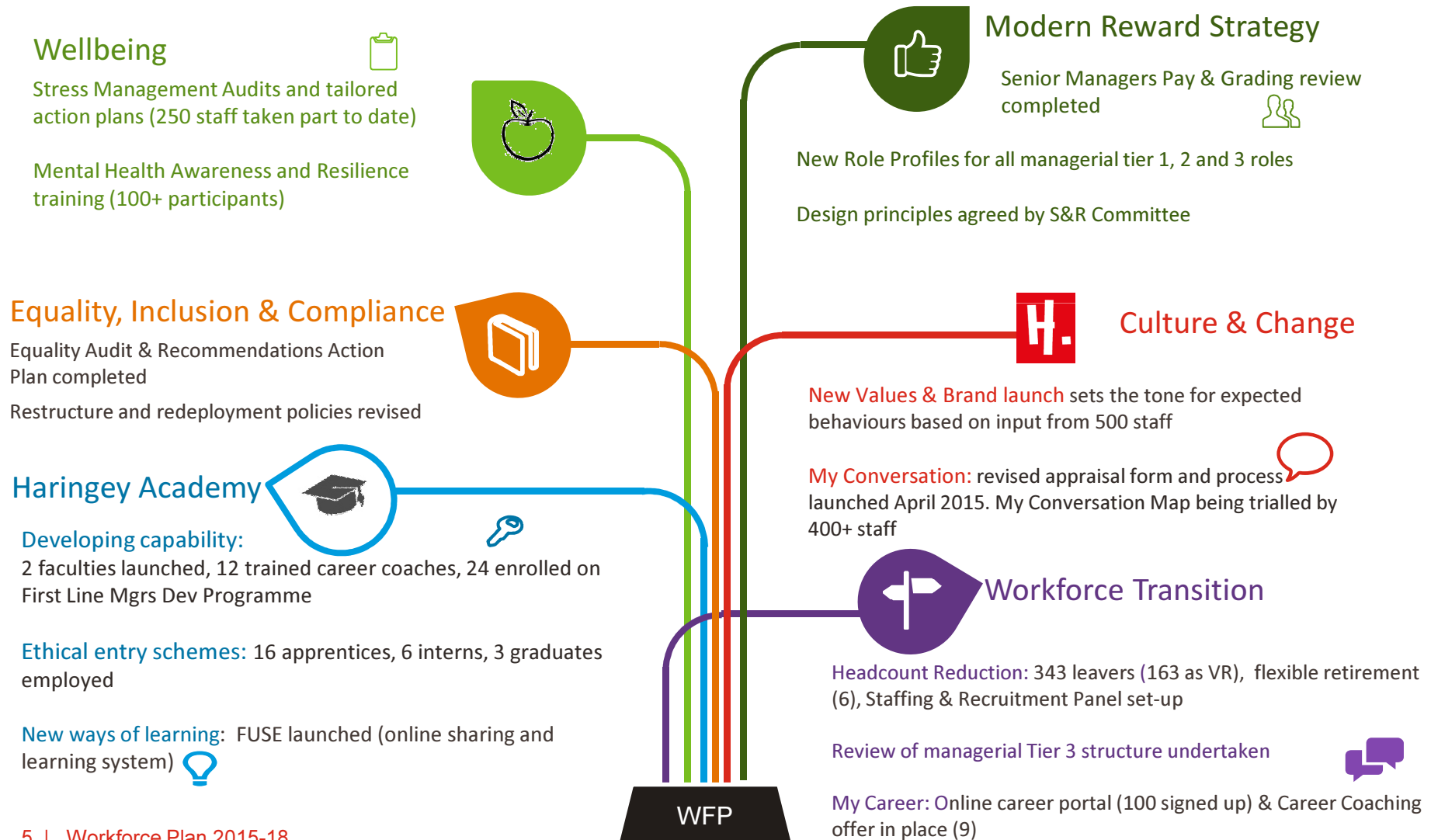


| Review of year 1 key deliverables

The plan below is an extract from the Workforce Plan and has been shaded according to the level of progress made to date. Examples of key outputs delivered are illustrated overleaf.



| Outputs delivered since April 2015



Progress against work stream areas

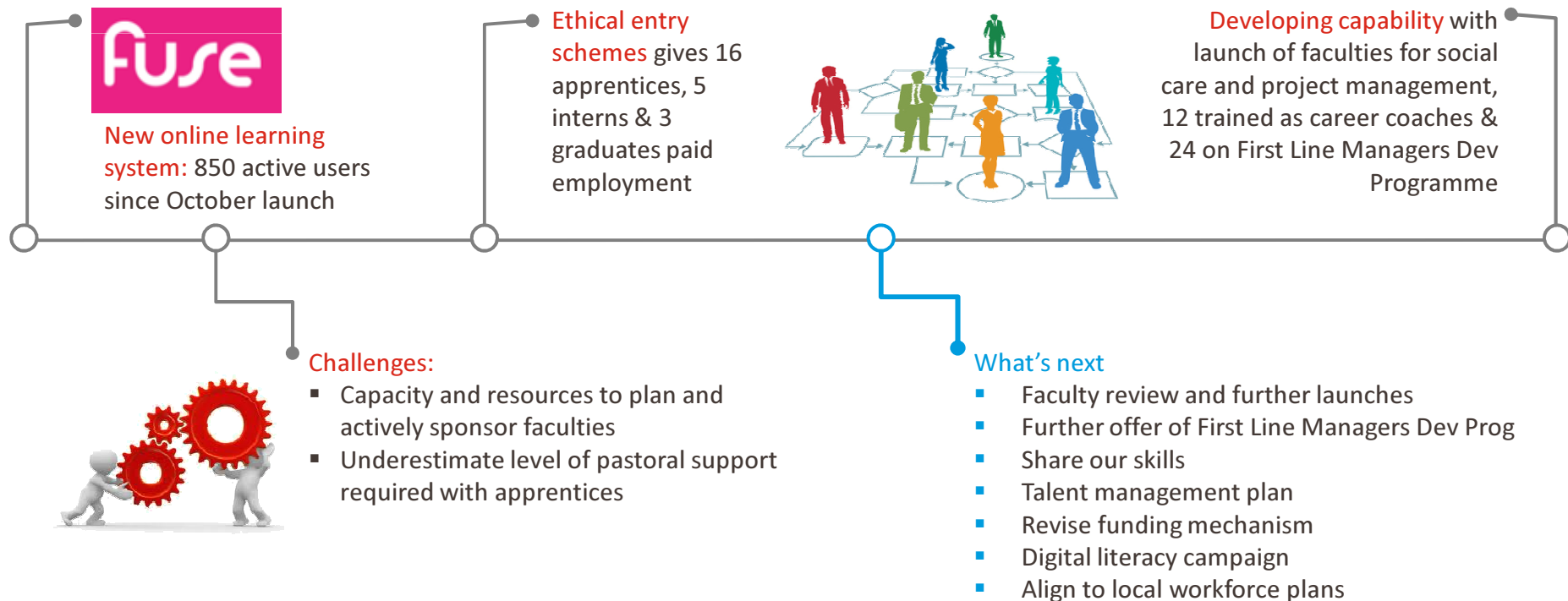


| Haringey Academy



The way we work and learn is continuously changing and the offer of classroom and e-learning courses is no longer enough or financially viable.

The Academy is our learning hub which makes use of new technology and in house expertise to provide learning opportunities which focus on developing skills relevant for today and in the future, as well as making the learning available at a time that suits people best.



| Apprenticeships

Early benefits/contribution



Organisation:

- Priority 1 (youth employment)
- Haringey 100 apprenticeships programme (we contribute 20%)
- Social accountability/responsibility

Team:

- Low cost resource
- Pipelines for future skills
- Management /supervision skills developed

Apprentice:

- Earn while you learn (£6.50 NMW rising to £9.15 LLW after 6 months)
- Finding work despite lack of experience

Next steps:

6 month review in Feb to inform next phase/future

Apprentice Profile



Business Admin Apprentice

- 18 years old
- Haringey resident
- Started scheme on 1 June 2015

What made you apply for the scheme?

Various life circumstances from having to move countries when my peers were sitting GCSEs to seeing my cousin get a permanent job after completing an apprenticeship. When I saw this scheme advertised at my college, I applied straight away.

What would you say the scheme has done for you?

The apprenticeship scheme has done many things for me, which are unforgettable.

It has open my eyes to the many different career options, and to how the world of work is when it comes for looking for jobs and understanding the job market.

It has helped me to demonstrate that I can work in a team and manage deadlines. I have learnt a lot about myself, what my capabilities are and to never give up.

| Career Coaching

Our staff offer

1 Find out more

2 Apply to get a coach

3 Matching you

Could a **CAREER COACH** help you?

5 Tell us what you think?

4 What you say here, stays here

Early benefits/contribution

ORGANISATION

- Develop internal capability
- Cost-effective solution
- Career support now available
- Resourced by volunteers ('giving back')
- Boost performance

INDIVIDUALS

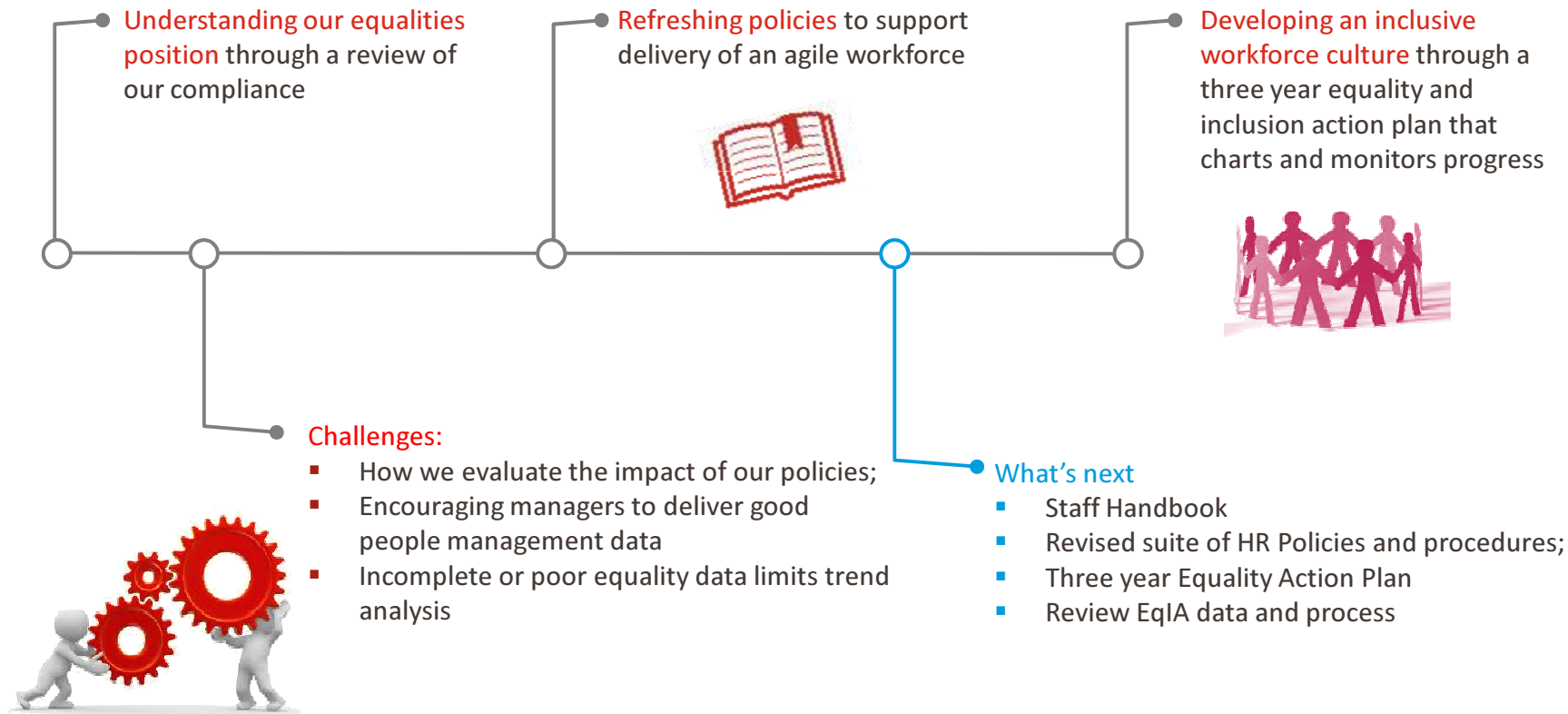
- 12 volunteers trained (35 apply)
- 3 ½ day course + 6 hours practice
- ILM qualification (optional)
- Develop life and business skills

FEEDBACK



- Launched Nov 2015
- 9 received coaching
- Early feedback positive

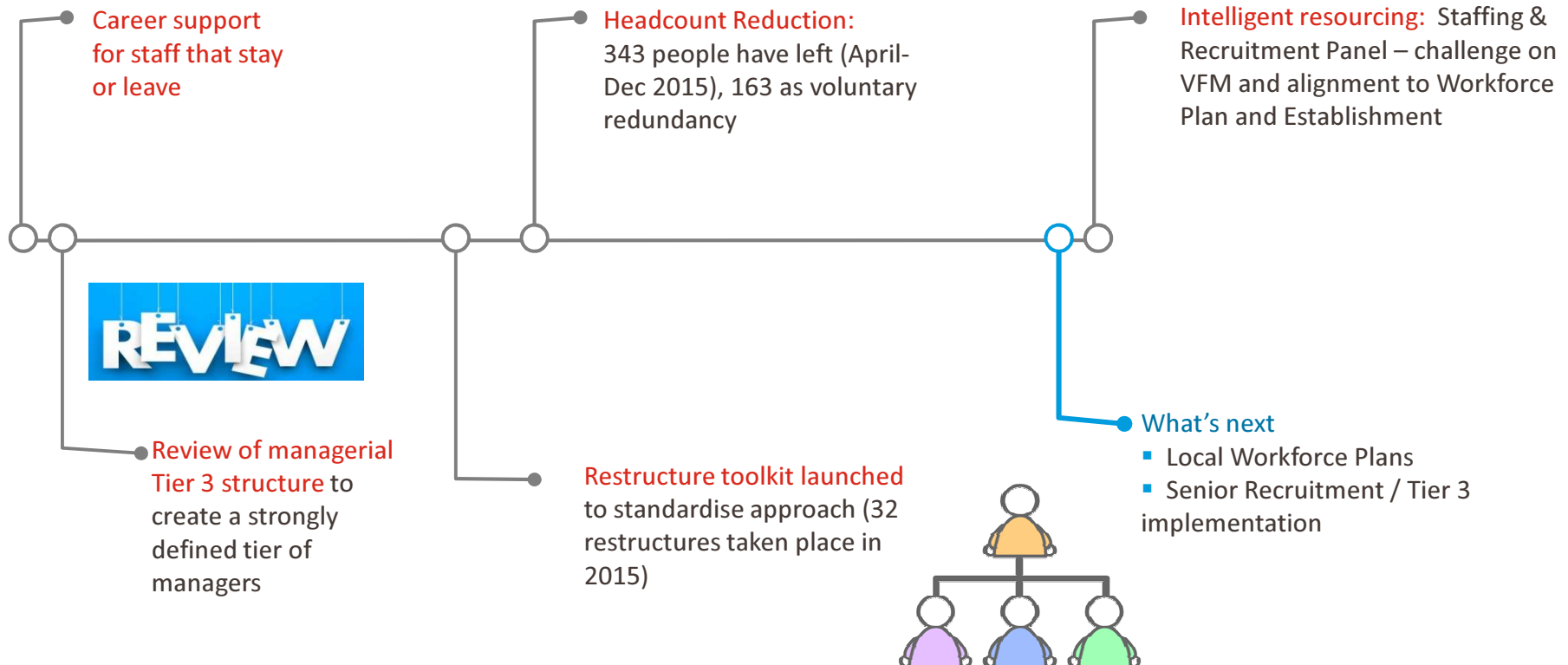
| Workforce Compliance, Equalities & Inclusion



| Workforce Transition

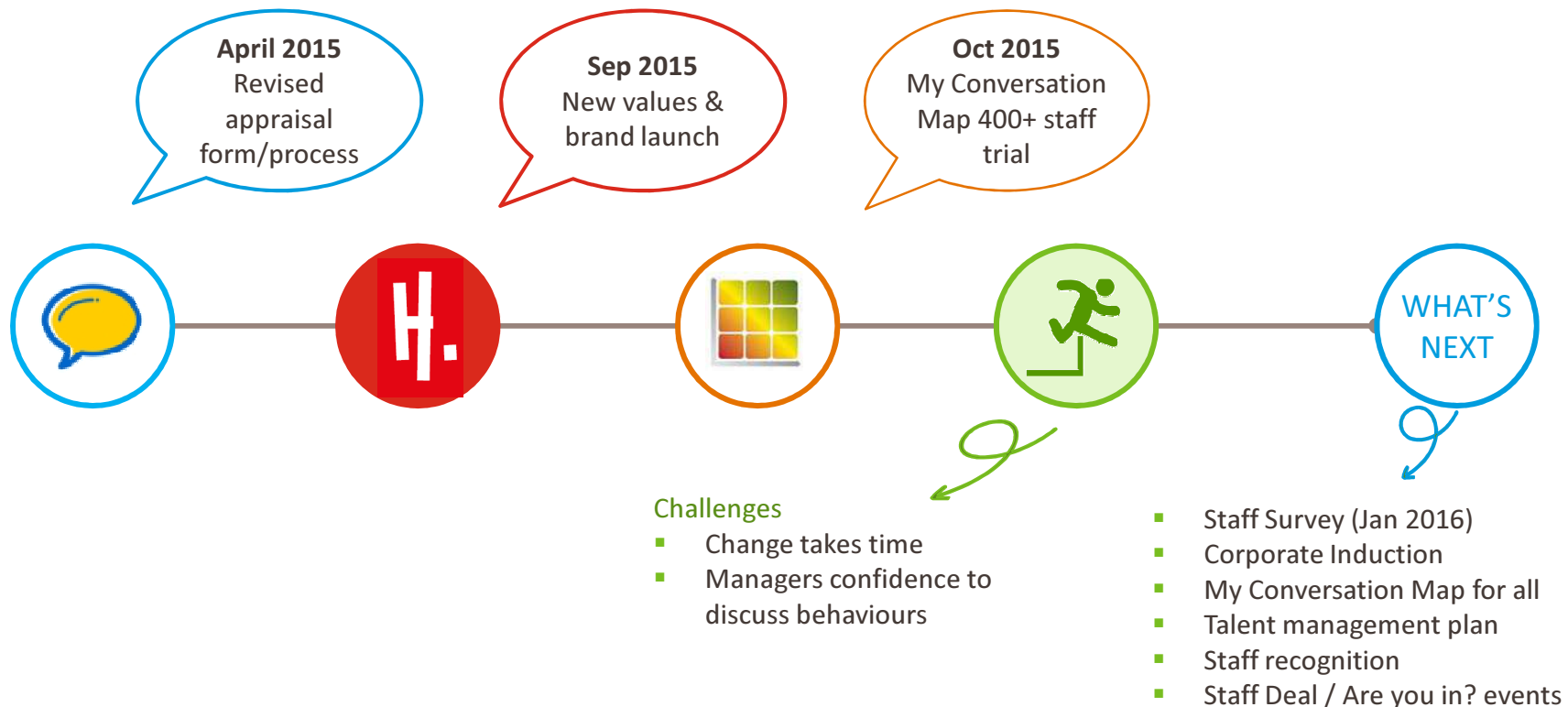


As a smaller organisation emerges there will be a need for different skills; to meet the scale of change, workforce transition is about concentrating on a number of HR related activities to help achieve savings and increase pace of change as well as offering career support for staff that stay or leave.



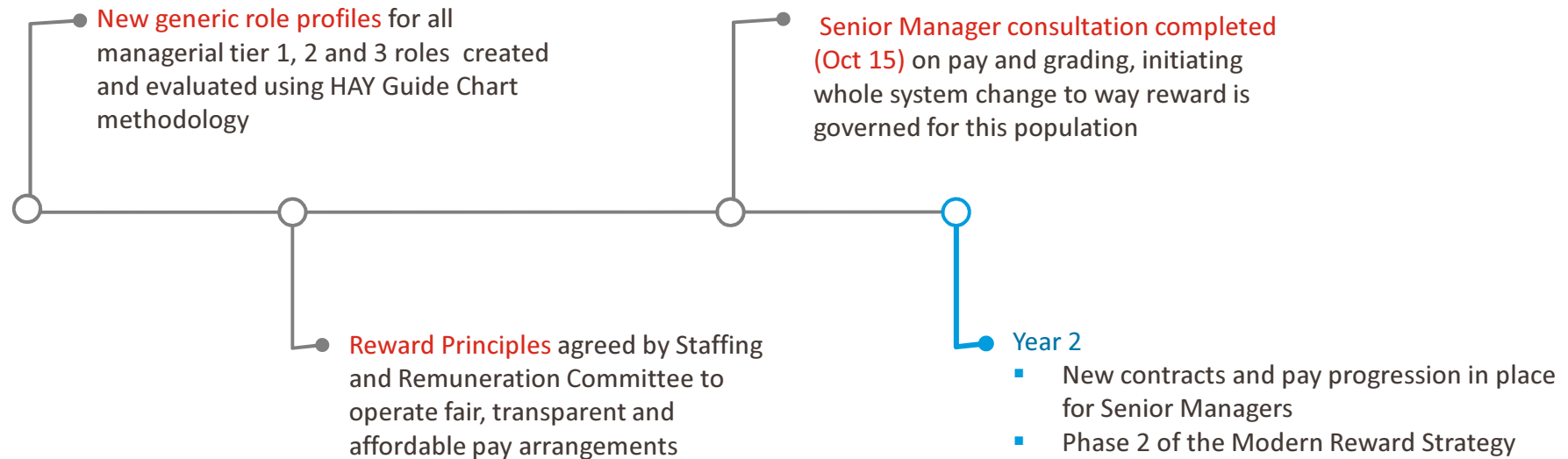
| Culture & Change

Culture is often described as the personality of an organisation. It has a direct correlation with how successful an organisation is, making this a critical work stream in helping Haringey to be a great place to work, where staff are aware and committed to the changes taking place



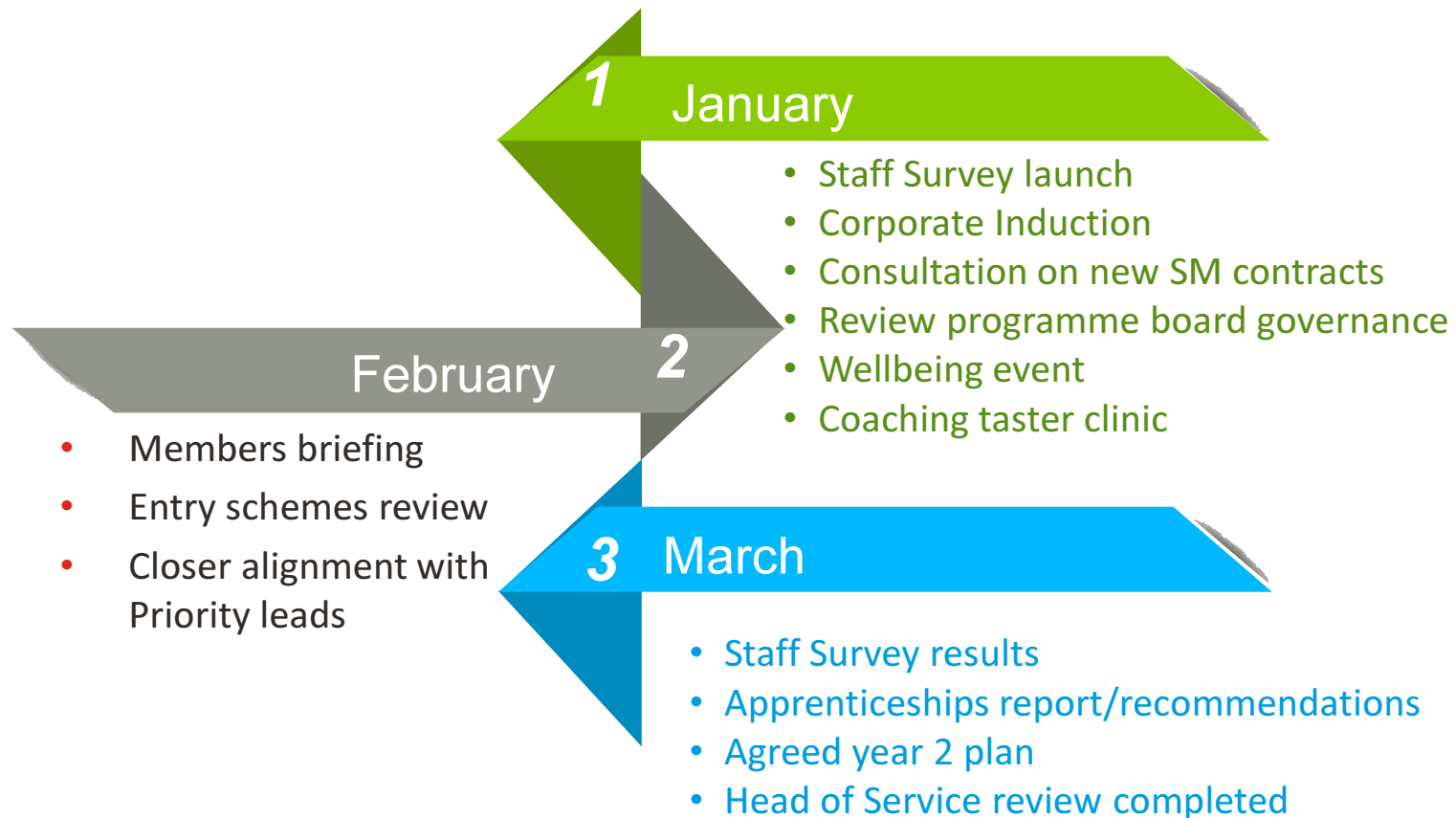
| Modern Reward Strategy

Is about rewarding people in a fair and transparent way for their contribution to the community, our partners and the Council

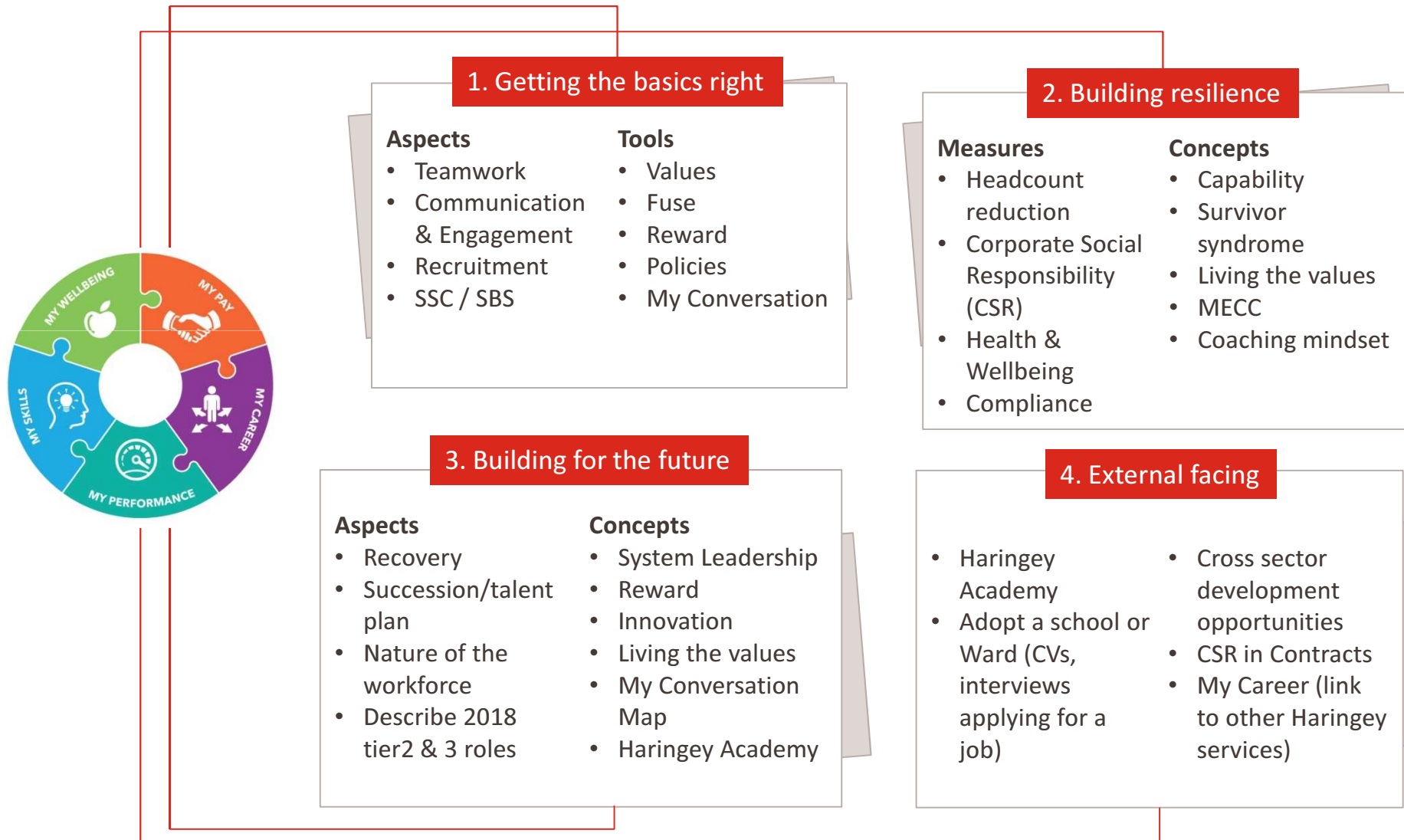


2016-2017

| January-March 2016 (Q4 year one)



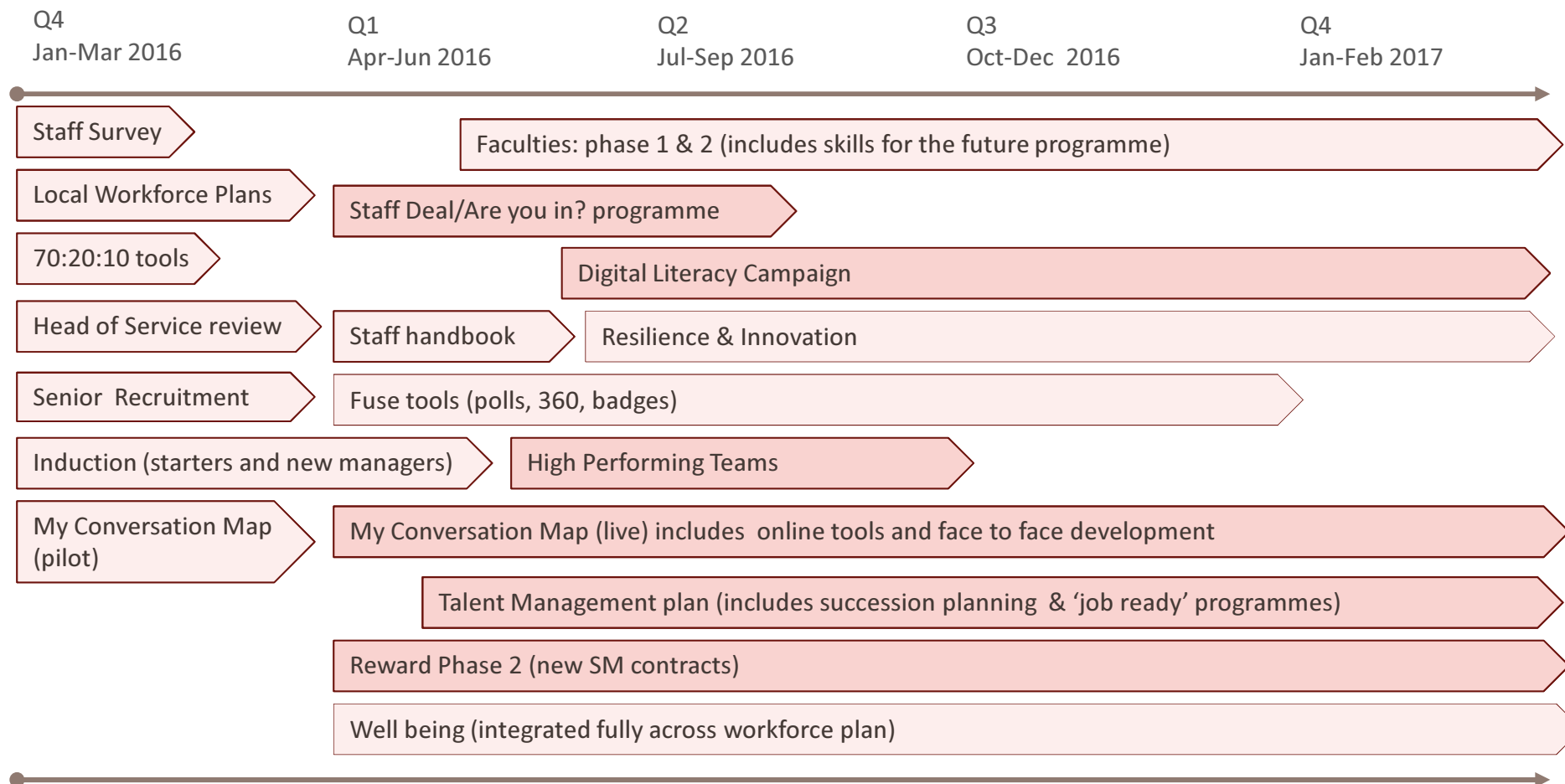
| Year 2 and 3 thoughts



| Early learning / challenges

- Air time in a crowded space of initiatives and change - feels like all push and little pull
- What is the impact, is it turning the culture?
- Are we reaching everyone in the organisation?
- Not integrated in the Priorities
- Year 2 is about delivery, embedding year 1 products, monitoring sustainability and continuous improvement

| Key deliverables for year 2 (draft)



Rolling Programmes

Apprentice & Intern schemes | Career Coaching | Intelligent resourcing | Implementation of Equality Action plan | Policies reviewed/refreshed