

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Thursday, 31st March, 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 unrestricted Urgent Business will be dealt with under agenda item 15 below, new items of exempt urgent business will be dealt with under agenda item 18 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 - 6)

To confirm and sign the minutes of the meeting held on 26 January 2016.

7. INITIAL FINDINGS FROM THE STAFF SURVEY

Verbal update from Martin Reddington.

8. STAFF CAR PARKING REVIEW (PAGES 7 - 26)

Report of the Assistant Director, Environmental Services and Community Safety, to present a new Staff Parking Policy and Procedure aimed at staff utilising staff Council office car parks. The policy clarifies the eligibility criteria and priorities for allocation of spaces.

9. PEOPLE MANAGEMENT Q3 (OCTOBER TO DECEMBER 2015) (PAGES 27 - 42)

Report of the Assistant Director, Human Resources, to provide the Committee with data regarding the workforce including non-employed workers, sickness absence and equalities data for the period October to December 2015.

10. IMPLEMENTING THE MODERN REWARD STRATEGY FOR THE REST OF THE WORKFORCE (PAGES 43 - 88)

Report of the Assistant Director, Human Resources to provide an update to the S&R Committee regarding the proposal to extend the Principles of the Modern Reward Strategy which were agreed at S&R Committee on 14th September 2015 to the rest of the workforce.

11. PURCHASING ADDITIONAL ANNUAL LEAVE POLICY (PAGES 89 - 112)

Report of the Assistant Director, Human Resources, presenting a new policy and procedure aimed at implementing a scheme to allow employees to purchase additional annual leave.

12. HR LEGISLATION UPDATE (PAGES 113 - 124)

Report of the Assistant Director, Human Resources, looking at the legislation planned to become law in 2016 that may affect the Council as an employer.

13. CHANGE TO APPRENTICESHIP PROGRAMME PAY RATES (PAGES 125 - 128)

Report of the Assistant Director, Human Resources, providing a mid-point review of the Apprenticeship programme, implemented in 2015, in the light of Central Government's decisions on:

- the National Living Wage
- the implementation from 6th April 2017 of the Apprenticeship Levy

14. FORWARD PLAN (PAGES 129 - 132)

Report of the Assistant Director, Human Resources, to inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the forthcoming municipal year.

15. NEW ITEMS OF URGENT BUSINESS

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

16. EXCLUSION OF THE PRESS AND PUBLIC

The following item is likely to be the subject of a motion to exclude the press and public from the meeting as it contains exempt information as defined in section 100a of the Local Government Act 1972, namely information relating to an individual.

17. EXEMPT MINUTES (PAGES 133 - 138)

To approve the exempt minutes of the CEJCC held on 26 October 2015.

18. ITEMS OF EXEMPT URGENT BUSINESS

To consider any exempt items of urgent business admitted under agenda item 2 above.

19. DATE OF NEXT MEETING

Tuesday, 7 June 2016, 7pm.

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

Monday, 21 March 2016

**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON TUESDAY, 26th
JANUARY 2016, 7.15 - 8.40 pm**

PRESENT:

Councillors: Kaushika Amin (Chair), Sarah Elliott and Bernice Vanier

138. 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.

139. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Arthur and Cllr Berryman.

140. URGENT BUSINESS

There were no new items of urgent business. Appendices C and D to agenda item 7 had been circulated prior to the meeting as late business to be considered under that agenda item. The reason for the lateness of these documents was to enable feedback from senior managers to be incorporated, and the reason for urgency was that delay of this report to the subsequent meeting of the Committee would have resulted in the delay of the implementation of the senior managers pay and grading arrangement.

141. DECLARATIONS OF INTEREST

There were no declarations of interest.

142. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

143. MINUTES

RESOLVED

That the minutes of the meetings held on 14 December 2015 and the 16 December 2014 be approved and signed by the Chair.

**144. IMPLEMENTATION OF NEW SENIOR PAY AND GRADING ARRANGEMENTS
INCLUDING PAY REVIEW AND EMPLOYMENT CONTRACT**

The Committee considered the report on the implementation of new senior pay and grading arrangements, including pay review and employment contract, presented by Ian Morgan, Reward Strategy Manager. Mr Morgan outlined to the Committee the content of each of the appendices to the report, comprising details of the implementation of senior managers' pay and grading arrangements, conduct of the senior managers' pay review for 2016, final senior manager contract, final Chief Executive contract and equalities impact assessment. In respect of the pay review exercise for 2016, it was proposed that a flat 1% increase on senior manager pay be budgeted for, the pay review to take place in April 2016 with a supplementary pay review in October 2016 for those starting later in the year.

In response to a question from the Committee, Mr Morgan advised that the new arrangements were in line with the national position. The Committee also asked about the equalities impact assessment and whether there were any significant issues arising from this. Mr Morgan advised that it would be when the pay review itself was conducted that any issues requiring consideration by the Committee were more likely to arise.

RESOLVED

That the Committee:

- i) Note the outcome 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.
- ii) Approve the parameters for the conduct of the Senior Manager Pay Review for 2016 as outlined in Appendix B.
- iii) 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.
- iv) 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.

145. PAY POLICY STATEMENT 2016-17

The Committee considered the report on the Pay Policy Statement 2016-17, introduced by Ian Morgan, Reward Strategy Manager. Mr Morgan advised the Committee that the Council approved its last Pay Policy Statement in March 2015, and that the Pay Policy Statement appended to the report was an updated version for publication in April 2016, subject to approval by Full Council in March 2016.

The Committee asked whether the trade unions had been consulted on the updated Pay Policy Statement, in response to which Mr Morgan advised that discussions had been held with the trade unions and there were no issues arising from this. It was noted that the main content of the Pay Policy Statement remained broadly the same

as previously, with the exception of the new arrangements relating to Senior Manager Pay.

RESOLVED

- i) 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.
- ii) 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.
- iii) 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.
- iv) That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 17th March 2016.

146. SHARED BUSINESS SUPPORT

The Committee considered the report and presentation on Shared Business Support, introduced by Tracie Evans, Chief Operating Officer, and presented by Caroline Humphrey, Head of Shared Business Support. The presentation to the Committee covered the organisational context to the project to set up a new shared business service, best practice, feedback from other authorities, progress to date, the activities covered by business support, target operating model and design principles, benefits and next steps.

In response to a question from the Committee regarding the implications for Councillors, Ms Humphrey advised that Member Support work was within the scope of the project and was therefore one of the areas that was being looked at with an aim to identifying the best way of delivering the support required.

The Committee asked for more information on areas of work that the Council might no longer do, as this had been identified in the presentation as an important issue to consider. Producing paper copies of documents was identified as an example of something that the organisation could cease to do; the Chief Operating Officer noted

that there needed to be an initial identification of areas of activity that it might be possible to cease, and that the practical implications and whether it was in fact possible to cease any of these would then be reviewed. With regard to the example of ceasing to produce paper copies of reports and other documents, Members noted that issues such as IT confidence would have an impact on whether this was deliverable and that there would be a need to facilitate, for example, improvements in IT literacy before there could be any reliance on documentation in electronic form. The Chief Operating Officer noted that IT literacy had been identified as a general area for improvement throughout the Council, including both officers and Members, and that there was therefore a range of issues to address including the provision of good, easy to use IT, identifying training needs, delivering appropriate training and facilitating culture change.

Minute-taking was also identified as an example of business support activity to be reviewed – analysis needed to be undertaken of what meetings needed to be minuted and the level of minutes required for each type of meeting. Different options and possible technology solutions that might support this area of activity would then be considered, along with the practical implications of these.

In response to a question from the Committee regarding examples of functional admin, as covered in the section of the presentation on how the new model might work in practice, it was noted that the model was still in the process of being designed in order to deliver support functions in the most efficient way.

Ms Humphrey advised that it was anticipated that a target operating model would have been identified by the end of March 2016, with a projected launch in October or November 2016, with quick wins identified and delivered sooner. The Committee welcomed the update, and felt that this project was a positive step for the Council. Members noted the importance of getting this work right, as it was an issue that affected the whole organisation, and that communications and engagement around this work were therefore an essential aspect of the project. It was agreed that an update on this work would be brought back to the Committee later in the year.

RESOLVED

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

147. S&R FORWARD PLAN

The Committee considered the report on the forward plan for the Staffing and Remuneration Committee to March 2016, presented by Daksha Desai, Head of Workforce Programme.

In addition to the reports set out in the forward plan appended to the report, it was noted that the update on the Shared Business Support programme needed to be added to the plan for one of the meetings before October 2016 and that there would also be reports arising from the implementation of the new senior pay and grading arrangements throughout the year as this work progressed.

RESOLVED

That the content of the report be noted.

148. WORKFORCE PLAN: SUMMARY OF YEAR 1 ACHIEVEMENTS AND PROPOSALS FOR YEAR 2

The Committee considered the report and presentation on the Workforce Plan, summary of Year One achievements and proposals for Year Two, as presented by Daksha Desai, Head of Workforce Programme. The presentation gave an introduction to the workforce plan, a review of year 1 deliverables, outputs delivered since April 2015, progress against each of the work stream areas, plans for the remainder of year 1 and thoughts about years 2 and 3, and early learning points and challenges.

The Committee asked about My Conversation and whether all staff fully understood this process; Ms Desai advised that the matrix had been trialled in four services since October and that there were challenges for the organisation in adopting the new process, as this was a completely new way of doing things. Some of the conversations arising out of the assessment of individuals in respect of certain behaviours had the potential to be very challenging and managers would require support from HR to do this. It was noted, however, that this work was needed in order to achieve the culture change that was required.

The Committee expressed concern that at the moment not all staff understood why change was needed and the vision for the future direction of the organisation, and asked what work was being done to convey to everyone where the organisation was aiming to get to and why. Ms Desai agreed that there was a need for further work to engage the whole workforce around these issues and that this would be the key focus of work for the next 18 month period. It was noted that it was essential that all staff understood what was happening and that previous reliance on information being cascaded down from managers had been proven to be ineffective. The data from the staff survey would be used to target those areas of the organisation where greater engagement was needed and the most effective means of reaching people, as a one size fits all approach would not work. Staff induction would also be used to support this. The Committee emphasised that it would only be possible to deliver what the workforce plan aimed to deliver if everyone fully understood the vision for the organisation and how it was going to get to that point.

The Committee noted that there was a particular challenge in engaging with those staff who did not work in one of the central Council buildings, such as frontline staff working in children's centres, parks, etc. These staff could feel quite isolated from the corporate centre due to the physical distance from the rest of the organisation and because they often had a reduced capacity to attend meetings or respond to consultation emails, etc, due to the requirements of service delivery. Ms Desai agreed that there was a need to make a particular effort to enable frontline staff to participate in events during their working hours and that this covered things like making arrangements to allow staff to take time to attend events in person and addressing people's digital literacy. The Chief Operating Officer confirmed that there was a very strong emphasis on ensuring that as many staff as possible were reached by initiatives and activities such as the staff survey; this had been a long-standing

challenge for the organisation and there was a need for creative solutions. The Committee asked whether it would be possible to see a breakdown of the staff survey data by service area and it was agreed that this would enable the Council to identify where greater efforts to engage staff were required and how successful this had been so far.

The Committee asked what proportion of Council staff were Haringey residents. Ms Desai advised that she would confirm this information outside of the meeting, but that it was understood that the percentage had reduced from around 40% to less than 30%. The Committee were interested in the reasons for this reduction. It was noted that the introduction of exit interviews would help to gather data for reasons why people left the organisation going forward, but that these had not been carried out in the past. Ian Morgan, Reward Strategy Manager, advised that analysis showed that there was little correlation between work and home locations, with people more likely to commute than to move house at the current time. The data also showed that salaries for Haringey residents had increased, but that this was not the case for people who worked within Haringey. It was suggested that the Voluntary Redundancy programme 5 years ago had been such a new approach for the Council that many people may have felt at that time that it was a 'once in a lifetime' opportunity and had left the organisation for that reason. It was noted that the proportion of Council staff resident in the borough was also linked to the Council's wider aims for all local residents to have a good level of workplace skills and was another reason why this statistic was important.

The Committee expressed concern about the reduction in the proportion of staff resident in the borough and it was agreed that it would be useful to ascertain what the current statistic was for the organisation and to undertake a piece of work around the reasons for the change. The Chief Operating Officer agreed that this information would be circulated to the Committee outside of the meeting.

Action: Chief Operating Officer

RESOLVED

That the content of the report be noted.

149. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

The meeting closed at 8.40pm.

CHAIR: Councillor Kaushika Amin

Signed by Chair

Date

Report for: Staffing and Remuneration Committee

Item number: 8

Title: Staff Parking Policy & Procedure

Report authorised by : Stephen McDonnell – Commercial and Operation

Lead Officer: Brenda Brown – FM Services Manager – Asset Management

Ward(s) affected: All

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1. For some years the Council has operated a staff car parking scheme for which eligible and authorised staff pay a fee and are allocated a permit for a specific office car park. A reduction in available spaces and increased density of staff based within Wood Green has increased demand for fewer spaces. The policy and criteria have therefore been reviewed accordingly.
- 1.2. This reports presents a new Staff Parking Policy and Procedure aimed at staff utilising staff Council office car parks. The policy clarifies the eligibility criteria and priorities for allocation of spaces.

2. Cabinet Member Introduction

Not required for the Staffing and Remuneration Committee.

3. Recommendations

- 3.1. That the committee approves the Staff Car Parking Policy and Procedure, attached at Appendix A, to take effect from 1st April 2016.
- 3.2. That the Committee authorises the Assistant Director of Commercial and Operation in consultation with the Chair of the Committee, to make such amendments to the Staff Car Parking Policy and Procedure as he considers minor, any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments.

4. Reason for decision

The aim of this policy is to ensure that access to car parking for staff, Councillors and contractors is applied consistently and fairly in light of the limited and reducing number of parking facilities available.

- 4.1 The reduction in parking spaces is consistent with the Council's Corporate Plan Priority Three objective to create 'A clean and safe borough where people are

proud to live' by reducing the number of cars attending Council buildings on a daily basis and encouraging staff , contractors and councillors to use public transport when visiting Council offices. The reduction makes it more important to have a robust policy and set of criteria with which to consider applications based primarily on business needs.

- 4.2 The Council recognises that as the majority of its staff reside in the borough reducing parking spaces will support its strategic priority to make a real and sustainable difference to the health and wellbeing of Haringey's residents as underpinned in the Health and Wellbeing Strategy.
- 4.3 The policy also recognises the contribution that reducing staff parking makes towards the Council's Strategic Priority 3 commitment to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs.

5. Alternative options considered

- 5.1. The continuation of current criteria for allocating car park spaces would allow previously authorised permit holders to remain and create a waiting list for allocation on spaces becoming available. This would negate the opportunity to refresh and review the allocation of spaces in accordance with the clearer criteria based on business need. Continuing existing arrangements will lead to eligible staff being refused a space, regardless of business need. In exceptional circumstances a decision to issue a parking permit to a member of staff other than in accordance with the priority bandings may be made by the Head of Asset Management in consultation with the Human Resources Business Partner.
- 5.2. An option to increase the fleet of electric and/or Zip Cars for staff usage has also been implemented. Two zip cars have been commissioned and will be accommodated within the overall provision of staff parking spaces, will provide an alternative form of travel and will help reduce the need for Essential Users to use their car for work. While this will have a positive impact on the need for parking spaces, it is not sufficient to negate the need for this policy and procedure.

6. Background information

- 6.1. The Council's parking provisions are inadequate to provide parking for all staff, visitors and contractors who wish to drive. An over-subscription of staff using Council office staff car parking spaces has required a review of the use of spaces within Council car parks which has highlighted the need for a fair and robust allocation system based on primarily business need. Facilities Management reviewed the current policy with input from HR and the Safer Travel Team.
- 6.2. The review confirmed that the majority of permits are requested under the 'Casual User' and 'Essential User' criteria. This would suggest that a high

majority of spaces are used by permit holders who do not essentially need a car to conduct their role.

6.3. Future closure of Council buildings will further impact the quota of parking spaces available for staff. Encouraging alternative transport and robust application of the criteria will help reduce the gap between supply and demand.

6.4. The Staff Parking Policy and Procedure has been developed in Consultation with :

Human Resources 26 October 2015

Unison - 05 November 2015

Legal Department – 29 February 2016

Finance Department – 29 February 2016

Occupational Health – 01 March 2016

6.5. A Staff Travel Survey was commissioned in December 2015 by Traffic Management to obtain staff comments on their current modes of travel and their suggestions on alternative modes of travel and transport to inform the policy and procedure. The survey revealed that 84% of staff are not required to use a vehicle or bicycle for work. (please note that 797 people responded to the survey which represents 31% of the workforce). This also indicates a higher level of preference than business need for car parking spaces.

6.6. The introduction of clearer criteria and the robust application of those criteria, together with greater monitoring and control will reduce the level of unauthorised parking and reduce the number of occasions when fee paying staff are unable to park.

7. Contribution to strategic outcomes

7.1. The Council's Strategic Priority 3 commitment is to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs.

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

Assistant Director of Corporate Governance

8.1 Applying the tests set out in caselaw concerning whether the policy of an employer is incorporated into the contracts of its employees. the current staff parking policy and procedure is unlikely to be incorporated into the contracts of Council employees. Accordingly it is open to the Council to amend the policy and procedure by the Committee adopting the proposed Policy and Procedure without the Council being in breach of those contracts. However it is advisable that the point is put beyond doubt for the future. Accordingly the proposed Policy and Procedure states that is not intended that the Policy will be incorporated into the contracts of employment of any of the Council's current or future employees, or into any contract the Council has or may have in the future with any contractor

- 8.2 The proposed Policy and Procedure will assist the Council in complying with its statutory duty to make reasonable adjustments for those of its employees who are disabled and who have restrictions on their mobility.

Chief Finance Officer

The Asset management service currently has an income budget in relation to charges to staff for parking spaces. The proposals set out in this report are more about regularising how access to these limited spaces is administered rather reducing the overall number and therefore the proposals should be cost neutral in terms of the income expectation. The service also confirm that administration of the new policy should not incur any additional costs.

9. Use of Appendices

- 9.1. Appendix A – Proposed Staff Parking Policy and Procedure

10. Local Government (Access to Information) Act 1985

N/A



Staff Parking Policy and Procedure

DRAFT

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Linked Documents

Draft Green Travel Plan

1. Introduction

The Haringey Staff Parking policy seeks to clarify the regulations and restrictions relating to the parking of all motor vehicles within the Council's staff car parks, for the benefit of our employees, agency workers, and visitors. This policy applies to all employees, agency workers, and contractors in this policy references to staff are to Council employees, and to agency workers and consultants working for the Council. The Client FM Team is responsible for managing the arrangements set out in this policy

2. Background

The aim of this policy is to ensure that access to car parking for staff, and contractors is given consistently and fairly in light of the limited number of parking facilities available.

The reduction in parking spaces is consistent with the Council's Corporate Plan Priority Three objective to create 'A clean and safe borough where people are proud to live' by reducing the number of cars attending Council buildings on a daily basis and encouraging staff, contractors to use public transport when visiting Council offices.

The Council recognises that as the majority of its staff resides in the borough reducing parking spaces will support its strategic priority to make a real and sustainable difference to the health and wellbeing of Haringey's residents as underpinned in the Health and Wellbeing Strategy.

The policy also recognises the contribution that reducing staff parking makes towards the Council's Strategic Priority 3 commitment to make a clean, well maintained and safe borough where people are proud to live and work. Reducing staff parking spaces and promoting more sustainable modes of transport will assist in making Haringey one of the most cycling and pedestrian friendly London boroughs.

The Policy has been written in consultation with Human Resources, Trade Unions, Finance, Legal and Occupational Health.

3. Purpose and Scope

The main purpose of the Staff Parking Policy is to create a clear and transparent process governing the assignment of the available staff car parking bays based on priority need. Details of the priority bandings are located below in Sections 6 to 14 and Table 1 - Staff Parking Permit Allocation Criteria.

Reducing the number of available bays at Council offices will encourage greater take-up of sustainable travel modes and staff car sharing. It will also have the added benefit of reducing localised traffic congestion around Council offices.

The policy outlines the process that is to be followed in the allocation and management of the Council's office based car parking facilities.

This policy only applies to those spaces attached to its office locations and does not apply to the following Haringey Council operated car parks:

- i. Bury Road Multi-Storey Car Park, Wood Green Town Centre, N22
- ii. Westerfield and Brunswick Road, N15
- iii. Crouch Hall Road, N8
- iv. Stoneleigh Road x3 and Somerset Road N17
- v. Summerland Gardens, N10

vi. Garman Road N17

The policy sets out the roles and responsibilities for applying for a staff car park permit and details of charges.

The Policy is managed by the FM Client Team and staff car parking permits will be administered by the appointed contractor. Overall responsibility for the Policy rests with the FM Client Team.

The Policy will be reviewed on a regular basis by the FM Client Team and amended as and when circumstances require.

It is not intended that the Policy will be incorporated into the contracts of employment of any of the Council's current or future employees, or into any contract the Council has or may have in the future with any contractor.

4. Visitor Parking

There are no allocated visitor bays within the car parks attached to Council offices and visitors are encouraged where possible to use local transport to attend Council offices. Visitors who drive can make use of on-street pay and display parking by purchasing a ticket at a parking machine or by using [Pay by Phone](#). Visitors should be aware that within Controlled Parking Zones there are restrictions on the maximum stay allowed. This information is displayed within the vicinity of the bays.

5. Staff Parking Allocation

- a. The Council operates secure parking facilities for use by staff, Councillors, and Contractors. Over-subscription of available spaces will mean that **applying for a parking permit only gives permission to look for a space and does not guarantee that a space will be available.**
- b. The Policy applies to new members of staff applying for a car park permit for the first time AND to existing members of staff applying for a car park permit renewal. All staff applications will be assessed against the criteria as set out in Table 1 below.
- c. Individuals who wish to park in a staff car park facility must apply during the application window **(as advised on the intranet)**
- d. In applying for a staff car parking permit users accept that subject to any exceptions listed within this policy, permits are non-refundable and cannot be purchased on a monthly or ad hoc basis and that when applying users commit to deductions from their salary to cover the permit.
- e. Approved staff car park permits are valid for 24 months after which point an individual is required to reapply for a new permit.
- f. Approved staff car park permits are only valid in the car park for which it has been allocated and does not authorise the permit holder to park in any other car park.

- g.** Approved staff car parking permits are not transferable and it is a breach of the Council's Code of Conduct to assign an approved permit to another member of staff, which may lead to disciplinary action.

6. Staff Parking Permit Allocation Criteria

To ensure a fair allocation of the remaining bays staff car parking permits are issued in accordance with priority bandings detailed below in Table 1. The allocation criteria are ranked in accordance with priority and are strictly applied. If the Council considers a member of staff does not meet a particular allocation criterion there is no right to appeal against that decision. In exceptional circumstances a decision to issue a parking permit to a member of staff other than in accordance with the priority bandings may be made by the Head of Asset Management in consultation with the Human Resources Business Partner. **All allocations will be subject to availability.**

7. Blue badge holders

The Council is committed to providing accessible parking provisions for its staff, Councillors and contractors. Ten percent of the Council's current workforce declares having a disability. Although the Council recognises that not all of these members of staff will be Blue Badge holders, to assist in complying with its statutory equality obligations the Council will designate 10% of the total parking bays at each location for use by Blue Badge holders or by staff who have a need, certified by Occupational Health, to park on-site due to mobility issues.

Staff applying under Priority 1, Blue Badge scheme, who have a valid Blue Badge can apply for a free staff car park permit. Blue badge holders will be asked to provide a valid Blue Badge card.

Designated disabled parking bays will only be available for use by cars that display a valid Blue Badge permit. Facilities management will manage the enforcement of these bays.

Blue badge holders are reminded that they can also park for free in the following locations:

- a.** on yellow lines, in resident bays (where there are no loading restrictions) for up to three hours, providing the clock card is displayed and set to the time of arrival at the location, and in pay and display bays for an unlimited time;
- b.** in designated on-street disabled bays.

8. Essential User (A)

Staff required to use a private vehicle on the majority of their working days, in the course of their work and who travel in excess of 3000 miles each calendar year on Council business. Travel between home and place of work is not included. All staff applying for a Essential User (A) permit will be asked to produce a current driving licence, insurance certificate which allows their car to be used for work related duties, car registration document, a current MOT if the car is more than 3 years old., and evidence that they travel in excess of 3000 miles each calendar year on Council business (e.g. copies of recent travel forms)

9. Essential User (B)

Staff who must have a car available at all times for providing an emergency response which requires immediate attendance at an incident and where the use of public transport would not allow a quick enough response. This will include Directors/managers and Emergency Response Teams who are on call should an incident occur.

10. Restricted Mobility (Temporary)

All staff whose mobility is impaired due to a medical condition, as part of a time limited return to work arrangement certified by Occupational Health (for a maximum of 12 weeks) following a management referral. The Client FM Team will decide on the requirement of the need for a staff member to use a car to travel between their home and their place of work, or to carry out their duties will be based upon Occupational Health view that the staff member is temporarily disabled for the purpose of the Equality Act 2010.

This will include:

- a. Temporarily impaired mobility following surgery.
- b. Temporarily impaired mobility until diagnosis or treatment e.g. receiving chemotherapy for cancer.
- c. Temporarily impaired mobility due to respiratory disease whilst treatment controls symptoms e.g. COPD.

Line Management is advised to conduct a risk assessment with the member of staff

11. Reasonable adjustment for disabled staff

All disabled staff who requires use of a car at least once a week as a reasonable adjustment to carry out their duties or to travel between their home and their place of work. The Client FM Team's decision will be based upon Occupational Health view that the staff member is disabled for the purposes of the Equality Act 2010.

12. Out of Hours

Staff who regularly work outside normal working hours as part of their contractual duties (for the purposes of this policy normal working hours are taken to be 7.00am to 9.00pm, Monday to Friday) and who need the security of a vehicle. (This is **not** for staff working additional non contracted hours as flexi or overtime.)

13. Nominated Carers

Staff who have to care for a dependent person, being a direct family member who lives with them, who undertakes these duties on at least a weekly basis, who are registered as a carer with the local authority for the area in which they live and who may be called on at short notice to deal with crisis situations. See Employee Nominated Carers Pack for further information.

14. Car Sharer

Car sharing is defined for the purpose of this policy as two or more staff who share a vehicle between home and the workplace, and who are both accepted for a Staff Car Park Permit through the application process.

- a. Both car sharers have to agree to be on the same payment method for car parking i.e. both on deductions from monthly salary or salary sacrifice.
- b. The car share group may have more than two members, however only **ONE** vehicle is allowed to park on site at any time. The car share permit **MUST** be displayed in the onsite vehicle at all times. If on any given day, two or more vehicles are needed for work purposes it is the responsibility of the car sharers to find private parking for the other vehicle/s off site.

DRAFT

Table 1: Staff Parking Permit Allocation Criteria

Priority bandings	Who	Fee	Notes
Priority 1	Blue Badge or Mobility issues	Free	<i>Staff who</i> hold a Blue Badge and or need to park on-site due to mobility issues as certified by Occupational Health. These bays are <u>deducted from the total capacity prior to allocation to other users.</u>
Priority 2	Essential User (A)	<u>In line with latest charges</u>	<u>Staff required</u> to use a private vehicle in the <u>course of their work</u> on the majority of their working days and travels in excess of 3000 miles each calendar year on Council business Travel between home and place of work is not included
Priority 3	Essential User (B)	<u>In line with latest charges</u>	Staff required to have a car available at all times for providing an emergency response which requires immediate attendance at an incident and where the use of public transport would not allow a quick enough response.
Priority 4	Reasonable adjustment for disabled staff	<u>In line with latest charges</u>	All disabled staff member who requires use of a car at least once a week as a reasonable adjustment to carry out their duties or to travel between their home and their place of work. Client FM Team decision to be based on Occupational Health view that the staff member is disabled for the purpose of the Equality Act 2010.
Priority 4	Restricted Mobility (Temporary)	<u>In line with latest charges</u>	Staff whose mobility is impaired due to a medical condition, as part of a time limited return to work arrangement. Occupational Health to give their view on whether the staff member is disabled for the purpose of the Equality Act 2010.
Priority 5	Out of hours working	<u>In line with latest charges</u>	Staff who regularly work outside normal working hours as part of their contractual duties (for the purposes of this policy normal working hours are taken to be 7.00am to 9.00pm, Monday to Friday) and who need the security of a vehicle.
Priority 6	Nominated Carers	<u>In line with latest charges</u>	Staff who have to care for a dependent person, being a direct family member who lives with them, who undertakes these duties on at least a weekly basis, who are registered as a carer with the local authority for the area in which they live and who may be called on at short notice to deal with crisis situations.
Priority 7	Car Sharers	<u>In line with latest charges</u>	Two or more staff, who share a vehicle between home and the workplace , and who are both accepted for a Staff Car Park Permit through the application process

15. Motorcycles

Motorcycles are required to park in the designated motorcycle areas wherever they are provided and cannot park in bays allocated to cars.

Designated motorcycle parking is provided at 40 Cumberland Road, N22 7SG and River Park House, 225 High Rd, London N22 8HQ.

Motorcyclists do not need to apply for a parking permit and no charge will be made for parking motorcycles and mopeds in the staff car parks. Motorcyclists will be required to register motorcycle registration and contact details with the FM Client Team.

16. Bicycle Parking

In addition to assisting in improving health, through cardiovascular activity, there are many benefits to staff cycling to work, which include being a cheaper alternative to using a car and generally quicker than the same journey by car.

The majority of Council office locations provide secure bike racks and shower facilities for staff, councillors and contractors cycling to work. The location of secure cycle parking at each site is included in the Green Travel Plan.

17. Delivery Vehicles

Delivery vehicles are permitted in any Council staff car parks to carry out deliveries free of charge without the need for a Car Park Access Permit. Delivery vehicles have a maximum of 15 minutes to unload and carry out deliveries and should park in the Loading Bays where available. All delivery vehicles should report to Reception their Vehicle Registration details before conducting their delivery.

18. Council Vehicles

Drivers driving a Council Vehicle will need to apply for a parking permit but no charge will be made for parking Council Vehicles in the staff car parks. All applications should be authorised by the relevant Head of Business Unit and will be subject to the agreement of the FM Client Team. Parking Council Vehicles in the staff car parks is treated as business parking, not staff parking, and these applications for a parking permit have a higher priority than any application for a staff parking permit.

19. Contractor Vehicles

There is **no** parking for Contractors onsite. Contractors dealing with emergencies on site should report to Reception to register their vehicle. A Council display card will then need to be placed in the windscreen detailing the department they are visiting, the time and date of arrival and the company details including name, and vehicle registration number.

In the event of development and construction programmes on the sites, specific agreements will be made between the contractor, relevant project manager and FM Client Team.

20. Withdrawal of Parking Permits

Any person found not adhering to the Haringey London Staff Car Parking Permit Policy, or who does not have valid vehicle documentation, will automatically have their parking permit withdrawn. Not adhering to the Policy could result in disciplinary action being taken.

21. Roles, responsibility and performance management

FM Client Team responsibilities

- a. Approval of staff car parking applications is the responsibility of the FM Client Team who are also responsible overall for the management of the parking spaces.
- b. The management of the Council's staff car parking spaces has been delegated to the FM contractor.
- c. It is the role of the FM Client Team to be familiar with the geography of the Council, its car parks, buildings and facilities.
- d. The FM Client Team is required to approve requests for a staff car park permit in line with this Policy, sending all approved applications to the FM Contractor in a timely manner.
- e. The FM Client Team is responsible for ensuring that approved applications for a staff car park permit are sent to Payroll for deductions. Permits cannot be issued until deductions are confirmed.
- f. The FM Client Team will provide advice or guidance in connection with the issue of a Staff Parking Permit.

FM Contractor responsibilities

The Facilities Management Contractor Team are responsible for:

- g. Ensuring that access barriers and gates to staff car parking facilities are opened/closed at the agreed times;
- h. Carrying out regular patrols of staff car parking sites to act as a deterrent against theft and vandalism and to assist in the improvement of safety and security of all car park facilities;
- i. ensuring that roads and access roads to staff car park facilities remain free from obstruction and report maintenance defects as necessary;
- j. responding to and resolving queries relating to staff car parking matters as quickly as possible;
- k. providing regular checks on all car parking equipment and promptly reporting any apparent fault or breakdown to the appropriate department

The FM Contractor Team are required to:

- l. be familiar with the geography of the Council, its buildings and associated staff car parking facilities, and to be familiar with all aspects of this Policy;
- m. control and monitor the allocation of parking permits in line with is Policy
- n. be contactable at all times during normal offices hours (08:00 to 17:00 Monday-Friday) for all patrol staff and for all administrative duties via Ext 2611 to ensure that one patrol person is available in the office or within radio contact at all times when on duty.

SSC responsibilities

The SSC is responsible for:

- o.** Processing the deductions for Staff Car Parking as part of payroll run
- p.** Ensuring that the appropriate authorisations have been received from the employee to make the deductions.

Council Staff responsibilities:

- q.** Staff are required to follow the processes of this Policy when applying for and operating a staff car park permit;
- r.** Staff are required to comply with the Terms and Conditions of Use of all Haringey staff car parks (see Appendix 2);
- s.** Staff are required to pay the relevant parking permit charges and accept that failure to do so will invalidate an issued permit;
- t.** Staff are required to obtain written authorisation on their application form from a senior manager to support the application for a staff car parking permit;
- u.** If an approved staff car park permit user changes vehicle permanently or temporarily the individual must inform the FM Client Team of the changes.
- v.** The FM Client team will notify the FM Contractor of the change and request that a new permit is issued. Users cannot have more than one valid staff car parking permit at any given time. Users who own more than one car will be able to register their other cars on a single permit, however only one vehicle can be parked in a staff car parking facility on any given day;
- w.** All permit holders are entitled to one free change of permit details during the life of the permit. ALL Additional change requests will carry a £5 administration charge.
- x.** Staff must apply using the permitted application window.

Performance Management

The FM Contractor and the Council's FM Client Team will work jointly to ensure that the Policy is implemented efficiently. The FM Contractor will ensure that effective management systems are in place to monitor, control and performance manage the car parking facilities on various sites. The FM Contractor will report back to the FM Client Team on a monthly basis, relevant information on monitoring of parking, trends and follow up action taken.

Appendix 1: Staff Car Parking Costs (to be reviewed as part of this policy)

The current monthly staff car park permit rates as at 1st January 2016 are £25.75 and VAT of £5.15 operated via salary sacrifice in case of Council employees.

In opting for **Salary Sacrifice** the sum of £25.75 is deducted from gross pay resulting in the individual saving on Tax and NI (approx £7.70).

Agency workers and consultants will be invoiced directly for the car park charge and will be required to provide details for invoicing at time of application.

There is no charge for Blue Badge holders

Once a Staff Car Park Application has been approved, the Application is automatically sent to SSC for deduction from the employee's salary.

Staff car permit charges are dependent upon the full time/part time status of the member of staff concerned. Car park permit costs are non-refundable. Should a Car Park Permit Holder be away from work for a long period of time, they should inform the FM Client Team to cancel their permit payments through SSC. Staff will be required to reapply for a permit on their return to work. There may be a £5.00 charge for replacement permits.

Charges will be reviewed regularly. Any proposed increases will be considered as part of the annual review of fees and charges and the subject of communication with staff.

Appendix 2: Parking Rules and Regulations

The following rules must be observed when using any Council Staff Car Park; failure to do so may result in the withdrawal of the staff member's parking permit

1. All staff are required to display a valid and up to date staff car parking permit when parking in staff areas. This permit will have an annual expiry date and staff will be responsible for renewing their permits. Vehicles parked in the designated staff parking areas without displaying a valid permit will be subject to enforcement action.
2. Permits may only be used for the cars registered on the Car Park Access Permit. Please note: up to two car registrations can be recorded on any one staff permit.
3. Permit holders must inform the FM Client Team of any changes to their circumstances or their car registration details without delay.
4. Every effort should be made by the employee to ensure his/her permit and barrier access card/fob are not lost or damaged, as they are of value. Lost or damaged permits and barrier access cards/fobs should be reported to the FM Client Team and a replacement will be organised. There may be a £5.00 charge for replacement permits/barrier access cards/fobs. If the charge is not paid, the staff member will not receive the replacement.
5. If the staff member's vehicle is stolen, s/he should produce a copy of the Police Crime Report number to the Client FM Team who will issue a replacement permit free of charge.
6. Parking Permits, access cards and access fobs remain the property of the Client FM Team. They must be returned to the Client FM Team on or before termination of service at the Council or a replacement charge will be levied. The Client FM Team reserves the right to withdraw permits at its absolute discretion or to change the areas where car parking is allowed.
7. Permit holders must park in designated car parks only.
8. Unauthorised parking may result in the permit being withdrawn.
9. The possession of a permit does not guarantee a parking space
10. The Council cannot accept liability for any loss or damage to any vehicle parked in a designated parking area arising from the acts of third parties e.g. vandalism, theft or accidental damage.
11. Fraudulent use by a staff member of a permit will be formally reported to the Council. This may result in disqualification from the staff parking scheme and disciplinary action.

Appendix 3: Process for administering applications

The following process is to be followed by Client FM Team, Facilities Management, and Payroll services in the administration of staff car parking applications.

- a. On receiving an application, The Client FM Team will assess this against staff car park permit allocation criteria detailed within sections 6 to 14 and Table 1 of the Staff Car Parking Policy.
- b. The Corporate Landlord team will make a decision to approve or reject the application in line with the policy criteria.
- c. The Client FM Team will check the current car park locations and review whether there is sufficient capacity.
- d. In the event that the requested car park is full, the Client FM Team will notify the applicant of any vacancies in other staff car parking facilities.
- e. If the application is rejected the Client FM Team will notify the Staff member and the staff member's manager who approved the application of the reason for the rejection.
- f. The Client FM Team will record all approved staff car parking permits in a database.
- g. The Client FM Team will forward to SSC the name and payroll number of all approved staff car parking applications for Council employees and will use the information to confirm the deductions from the individual's salary.

Appendix 4: Staff Car Parking Application Form

HARINGEY LONDON – CORPORATE PROPERTY SERVICES

PERSONAL DETAILS - CONFIDENTIAL

The London Borough of Haringey requires the following information for the purpose of providing you with allocated parking. We undertake not to process your information in any manner incompatible with this purpose nor disclose this information to any 3rd party other than the Council's Facilities Management contractor without your explicit consent.

<p>This request is for:</p> <ul style="list-style-type: none"> o new employee o an existing employee o agency worker / consultant/ Contractor/external public body <p>(the last category will require a cost centre to be supplied by the authoriser or Invoicing details to be supplied by the agency worker /Consultant)</p>	<p>SURNAME:</p> <p>FIRST NAME:</p>	<p>Which criteria are you applying under (please highlight:</p> <ul style="list-style-type: none"> a) Blue Badge' holder or Mobility issues (please supply copy of Blue Badge) b) Council Vehicle c) Out of hours working Essential Car User (A - see Staff Car Parking Policy for further information) d) Essential Car User (B – see Staff Car Parking Policy for further information) e) Restricted Mobility (Temporary – see Staff Car Parking Policy for further information)) Manager to attach Occupational Health evidence and to supply end date f) Car Sharer (attach letter from other user) g) Reasonable adjustment for disabled staff h) Nominated Carers
<p>EMPLOYEE NO: <i>(for employees of the Council only)</i></p>		<p>ID BADGE NUMBER:</p>
<p>HOME ADDRESS:</p> <p>HOME TELEPHONE:</p> <p>CONTRACTED WEEKLY HOURS:</p>	<p>PRESENT CAR PARK USED <i>(If applicable):</i></p>	
<p>DIRECTORATE/COMPANY/EXTERNAL ORGANISATION:</p> <p>SECTION:</p>	<p>CAR REGISTRATION NUMBER:</p>	
<p>COUNCIL BUILDING LOCATION:</p> <p>FLOOR:</p>	<p>CAR MAKE/MODEL:</p>	
<p>WORK TELEPHONE NO:</p> <p>WORK MOBILE NO:</p>	<p>Does either the overall height of your vehicle exceed 1.98 metres (6'2") or the overall length exceeds 5.25 metres (17' 3")?</p> <ul style="list-style-type: none"> o yes o no 	

I certify that the information I have given in this application is correct.

I understand that the parking facility is attached only to the post/role I currently occupy and that if I transfer post/role may lose the right to parking facilities.

The right to park is unassignable and that if it is found that I have transferred my pass/key/fob/card to another member of staff it may lead to disciplinary action.

It is the responsibility of each staff member to return the pass/key/fob/card to 'Corporate Landlord', Level 6, Alexandra House on leaving the Authority or Service.

(If the staff member is a Council employee) If the Council issues me with a car parking permit, I authorise the Council to deduct from my monthly salary the amount the Council determines from time to time should be charged for the issue to me of the car parking permit.

I understand that my car parking allocation will be based on the above information. If this information is discovered to be inaccurate or changes according to the needs of the post I am in, I agree that it may be necessary to review these arrangements and that my allocation may change as a result.

SIGNED: DATE:

.....

Signed (Applicant).....Date.....

I believe the above information to be true and approve the issue of a car parking permit.

Signed (Manager).....Date.....

Print Name

Head of Business Unit AUTHORISATION (print name)

SIGNED

COST CENTRE: (if applicable)..... DATE

INVOICING DETAILS: (if applicable).....

Completed forms should be sent to the CorporateLandlord@haringey.gov.uk mailbox box.

For office use:

PAYROLL yes/no DATE SENT.....

FINANCE yes/no DATE SENT.....

FM SUPPORT yes/no DATE SENT.....

PERMIT NO..... DATE ISSUED.....

Report for: Staffing & Remuneration Committee, 31 March 2016

Item number:

Title: People Management Report, Q3
October to December 2015

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

Lead Officer: Carole Engwell, HR Quality Assurance Manager

Ward(s) affected:

Report for Key/ Non Key Decision: Non-key

1. Describe the issue under consideration

- 1.1. The report provides the Committee with data regarding the workforce including non-employed workers, sickness absence and equalities data for the period October to December 2015.

2. Cabinet Member Introduction

- 2.1 Not applicable

3. Recommendations

- 3.1. The report is provided for information and for the Committee to note.

4. Reason for decision

- 4.1. Not applicable. The report is for noting.

5. Alternative options considered

- 5.1. Not applicable.

6. Background information

6.1 Data Summary: Consultants and Interims

A comparison of the spend and number of contracts at Q2 and Q3 is as follows

Details at the end of the Quarter	Q2	Q3	
Live contracts at end of quarter	64	55	↓
Number of leavers during the quarter	19	17	↓
Number of starters during the quarter	15	11	↓
Estimated quarterly spend (Gross)	£ 1,010,825	£ 1,258,639.00	↑
Estimated quarter spend (Net)	£ 83,992	£ 77,445	↓
Average length of service	11.9 months	13.6 months	↑

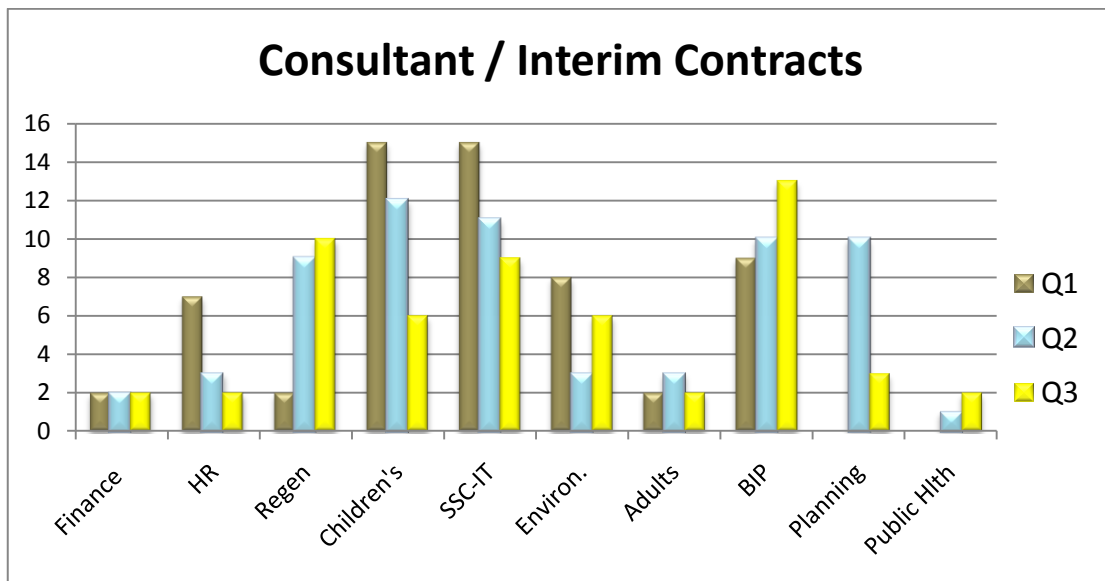
6.2 The number of contracts has reduced over the quarter and is expected to reduce further during the January - March period (Quarter 4) as the contracts for those working on the Business Infrastructure Programme are due to come to an end, with a subsequent spend reduction of approximately £200,000.

5 of the 11 new starters in Quarter 3 were in the BIP programme and this has been the trend over the past few quarters. It is likely that as transformation projects end over the coming year that the use of Consultants will mainly be in specific areas rather than spread across the Council. The areas of Regeneration and Adult Services for example, may show an increase as a response to external changes, while other areas will continue to decrease.

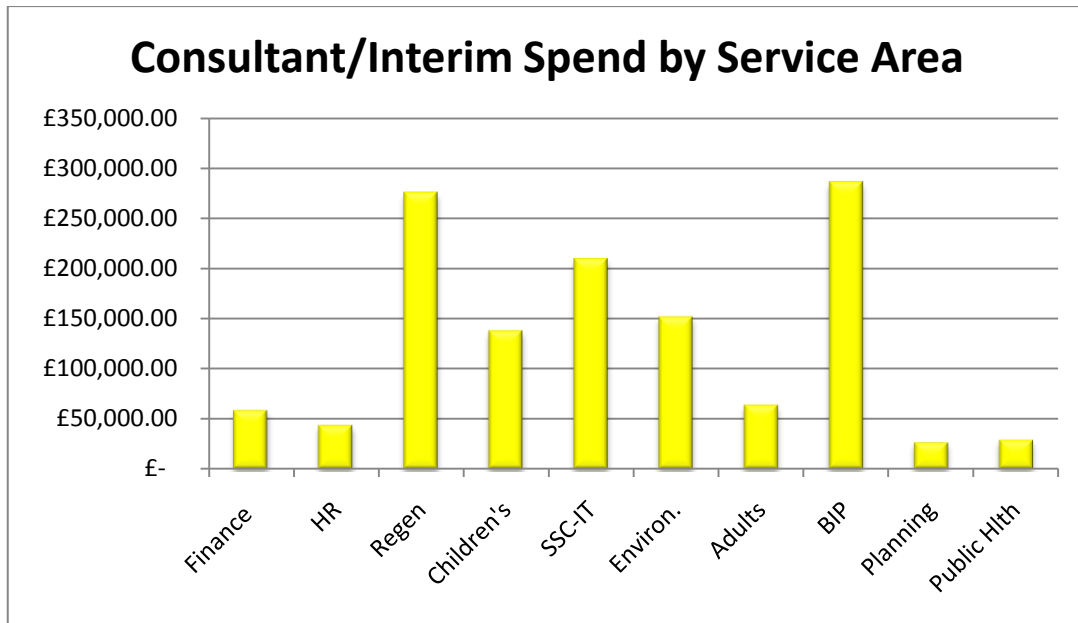
6.3 The BIP programme is a time limited transformation project. The project resources are temporary in nature and staffing numbers increase and decrease over time as projects are approved and implemented. The project seeks to use internal staff where possible, however, as projects often require additional capability and capacity and sometimes new skills are brought into the organisation to decrease the risk of projects failing and benefits being lost.

6.4 The number of Consultants in Regeneration has also increased mainly due to the Housing Transformation Programme. Of the nine people contracted in the Regeneration area, five people are working on the current review of the Housing team, and on the subsequent implementation. The Housing Transformation Programme is due to be completed at the end of March 2016 and permanent appointments will be made following the completion of the review.

- 6.5 Of the remaining four Regeneration consultants, two are providing specialist support to discrete time limited projects and a permanent appointment would not be appropriate. One interim post has been advertised with interviews planned for early March. The final post, which is funded partly by Regeneration and partly by Procurement, is based in Corporate Procurement and is providing specialist input to the team carrying out a review of the procurement function.
- 6.6 The average daily rate of a leaver during Quarter 3 was £481, the average daily rate of a starter was £517. The slight increase in daily rate may be the reason for the spend to have increased over the quarter. Due to the rate change part way through Quarter 2, the annual estimated spend for the year was based on the cost from April 2015 until the end of the financial year. The estimated annual spend for Quarter 3 has been based, as with other quarters, on an assumption of 200 days per year being worked, as a result, the estimated spend for Quarter 3 is showing as a slightly higher figure.
- 6.7 The number of live contracts and the spend in each Service Area is as follows:

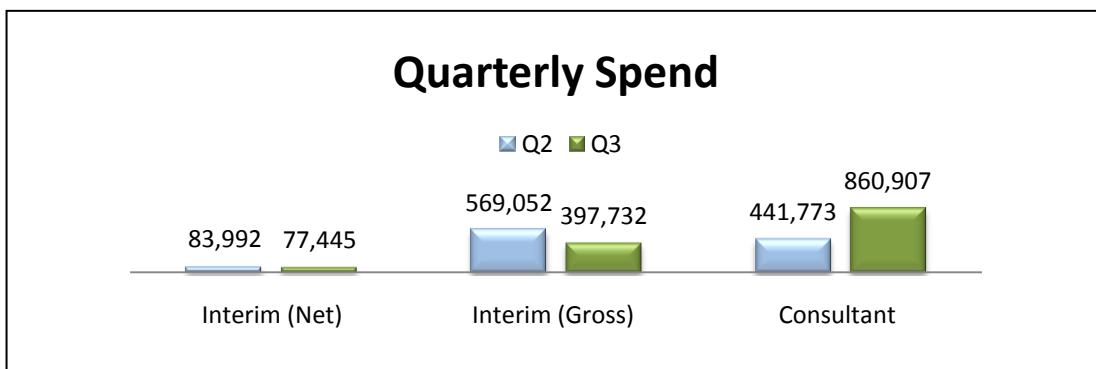


A summary of the quarterly spend by Service Areas is as follows:

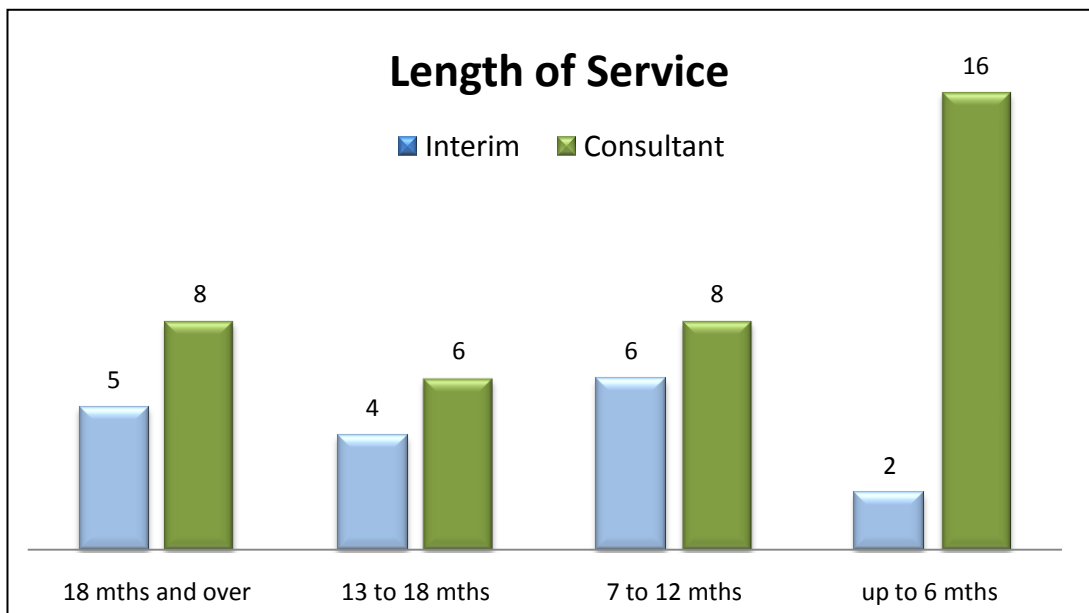


Service Area	Spend	Service Area	Spend
Finance	£ 58,654.00	Environment	£ 151,700.00
HR	£ 43,806.00	Adults	£ 63,797.00
Regeneration	£ 275,309.00	BIP	£ 285,801.00
Children's	£ 137,871.00	Planning	£ 26,500.00
SSC - IT	£ 209,550.00	Public health	£ 29,250.00

6.8 Details of the quarterly spend broken down by net and gross spend on Interims is as follows:



6.9 The average length of a contract is just under 14 months. The breakdown for the current quarter shown by Interims and Consultants is shown below. As is to be expected, those working on a longer term change project tend to have slightly longer contracts than those covering an established vacancy. As can be seen from the chart below, 18 contracts have been in place for 6 months or less, with 23 contracts in place for over 12 months.

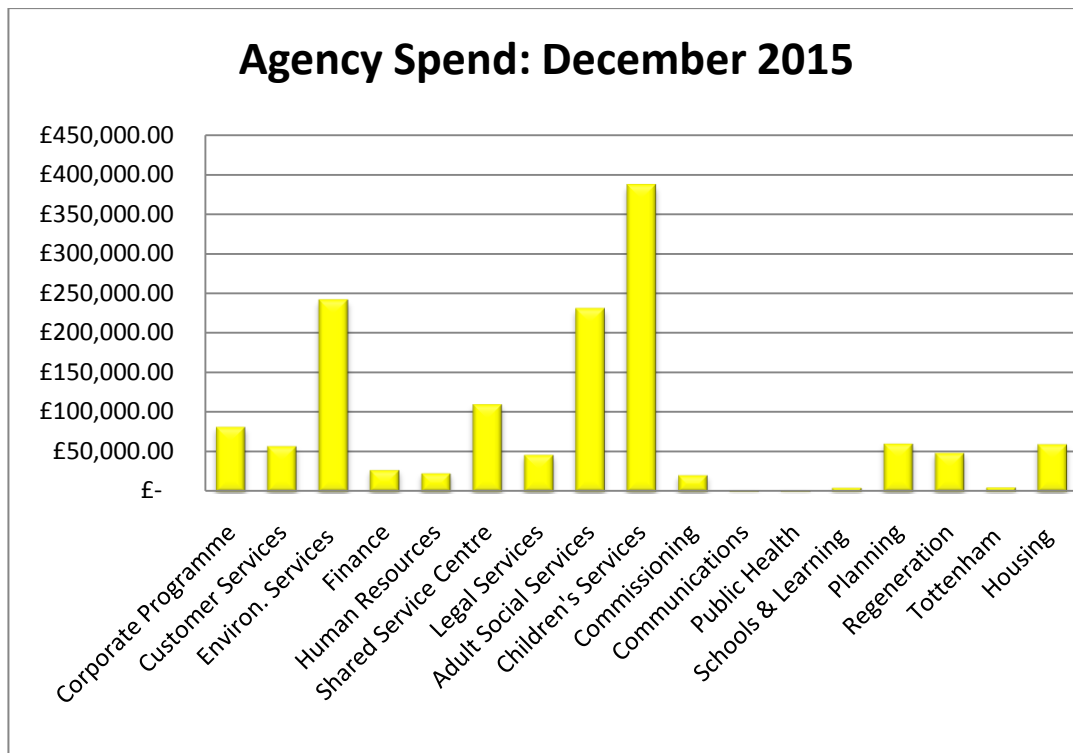


6.10 Agency Summary

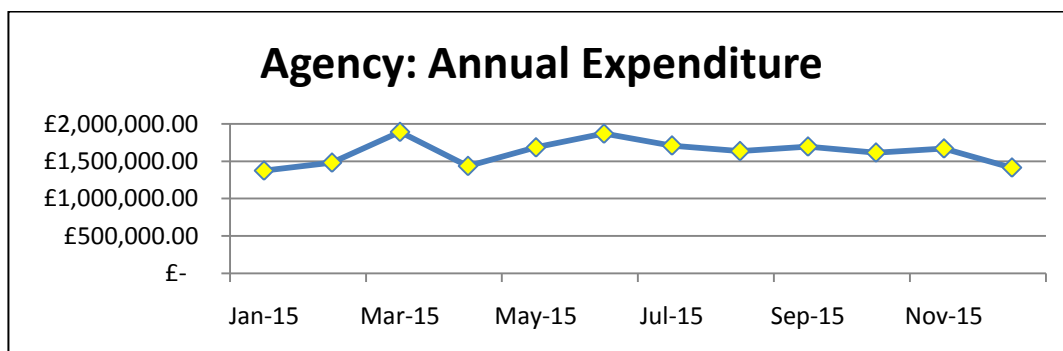
A summary of the spend and fte contracts over the quarter is as follows:

	October	November	December
Spend (£)	1,615,219	1,669,890	1,414,088
FTE contracts	408	399	357

The spend by Service Area for December is shown below. Although spend has been up and down over the year, there was very little change between the spend in January and December at approximately, £1.4m per month.



Service Area	Agency Spend	Service Area	Agency Spend
Corporate Programme	£ 81,735.46	Children's Services	£ 386,552.85
Customer Services	£ 57,529.72	Commissioning	£ 21,186.62
Environ. Services	£ 242,007.17	Communications	£ 2,431.33
Finance	£ 27,624.27	Public Health	£ 2,371.41
Human Resources	£ 23,558.63	Schools & Learning	£ 5,385.31
Shared Service Centre	£ 110,247.11	Planning	£ 60,974.55
Legal Services	£ 46,651.78	Regeneration	£ 48,974.83
Adult Social Services	£ 230,993.77	Tottenham	£ 5,747.02
		Housing	£ 60,117.16



6.11 Agency Key Facts

The 2015 Annual Review carried out by Hays has shown that whilst the number of contracts has reduced during 2015 when compared to 2014, the total spend has increased during the year.

- The number of starters during the year dropped by 30% to 812 people
- The number of contracts that were extended increased by 20% to 1,616
- The number of annual hours billed reduced by 12.8%
- As a result of the procurement rate reduction exercise, a saving of £24,300 was made between September 2015 and January 2016
- The annual spend increased by 16% compared to 2014
- The average hourly rate increased by 7.45% to £31.51 per hour which was in part due to an increase in the number of higher paid social care roles being undertaken.

6.12 WORKFORCE DATA

6.12.1 Headcount & Disability

Staff numbers reduced by 78.7 fte posts in the past three months to a headcount of 2,301 fte posts. Since the start of the financial year, the headcount has reduced by 160 fte posts. The medium term financial strategy identified a reduction of 235 posts by the end of March 2016.

- 26% of staff work part time, no change from Q2
- 10% of employees classify themselves as having a disability, no change from Q2
- 2.3% people with a disability are in the top 5% of earners, no change from Q2

6.12.2 Gender

- Workforce remains predominantly female with women making up 68% of the workforce.
- Women also outnumber men in all grades including senior grades
- 62% of all new job applications are from women
- Men are more likely to be subject to disciplinary action but women are more likely to take out a grievance.

6.12.3 Age

- Average age of a council employee is 47, this has been consistent for the past few years.
- Majority of staff (37%) are aged 45 – 54
- Employees under 24 form only 1.4% of the workforce
- In the last year, the highest number of new joiners were in the 25-34 age range, the highest number of leavers were in the 45-54 age group.

6.12.4 Ethnicity

- 52% of staff are from a black, asian or minority ethnic (BAME) background
- BAME employees are more likely to raise a grievance (53%) compared to their white colleagues (10%), and to be the subject of disciplinary action (64%) compared to white colleagues (12%)
- 67% of BAME staff are employed in the Sc1 - 5 range which has a maximum salary of £24,027, while the majority of White staff are in the more senior grades at PO8 with a maximum salary of £43,133.

6.12.5 Sickness Absence

- The average number of days absence per employee has reduced by 0.2 days over the year, to an average of 8.3 days at the end of December 2015.
- 58% of all absence was classified as long term (20 days or more) a reduction of 5% during the year.
- The cost of absence reduced by £135,039 over to year to stand at £2,130,533 at the end of December.

6.12.6 Employees Living in the Borough

At the end of the quarter, there were 787 employees who were living in the borough of a total headcount of 2,301. The breakdowns is as follows:

Apprentices	7
Scale 1 - 5	341
Scale 6 – SO2	141
PO1 - 4	192
PO5 - 8	56
Senior Managers	12
Other (including Educational Psychologists; Social Workers, Occupational Therapists etc)	48

62% of staff are employed below the first level management grade of PO1, with 38% of people employed in management or professional grades.

The lower grades tend to be entry level jobs and it may be that these employees come to work here because it is local and therefore travel costs are less, they are able to take advantage of good flexible working conditions if they have a family to look after or if they have children to take to local schools. As staff progress in their career, they are likely to be older with reduced family responsibilities and so are more prepared to travel further for job opportunities.

7 Contribution to strategic outcomes

- 7.1 The use of non-employed staff across the across the organisation contributes to the council's aim of moving towards a more flexible and agile workforce. The scale of change and number of areas that are and will be in the future, undergoing restructuring will require this flexibility to continue.

7.2 Consultants and interims bring with them a different skill set that have not previously been required in the workforce and these skills are being transferred to employees as the contracts progress.

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

8.1 There are no legal implications arising from this report.

8.2 The current regime in place supporting the engagement of agency, consultant and interim staff requires a completed business case setting out the funding available to cover the costs of these appointments. This ensures that the managers are taking full budgetary responsibility for their decisions and the requirement to provide regular business cases for extensions provides challenge to ensure that greater focus is placed on moving towards permanent recruitment or the positive and timely delivery of agreed outcomes.

9 Use of Appendices

Appendix 1: Consultant / Interim Spreadsheet

Appendix 2: Equalities Scorecard Q3

10 Local Government (Access to Information) Act 1985

Not applicable.

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ESTABLISHED POSTS: Q3 October - December 2015

Contract Status	Service Area	Assistant Director	Job title	Post number	Start date	End Date	Contract length (Months)	No. of contract Extensions	Date of recruitment advert	If not currently advertised, give reason	VFM Flag & Net Annual Cost	Daily rate Sept onwards	Estimated Full Year Spend	Salary of Vacancy	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	Met? (Fully, Partially, Not)
Established	Children's Services	Zina Etheridge	AD Schools & Learning	50199940	02/11/15	29/04/16	5	0		Recent advertising has failed to attract a suitable candidate, current plans to re-advertise in the next quarter	£ 70,000	£ 850.00	£ 170,000	£ 100,000	To provide effective and robust leadership and to manage the relationship between the Council and its education providers ensuring that all children and young people in Haringey can benefit from an excellent education. The post is responsible for ensuring that the OFSTED framework for schools' improvement is well met and the local strategy for school improvement is successful.	1) To grow relationships with schools as they move to Academy status. 2)Restructure, grow and shape the internal and wider team to ensure the availability of a full range of experience. 3) Create effective and robust partnerships with a range of partners and bring credible challenge to bear with difficult partners to achieve results.	
Established	Children's Services	Neelam Bhardwaja	Child Protection Chair	50003749	05/06/2014	30/03/2015	9	7		Rolling recruitment campaign so far unsuccessful	£ 10,013	£ 364.00	£ 72,800	£ 62,787	To fulfil statutory duties under the IRO guidance	1) Covered all review . 2) Offered scrutiny and challenge to LA care plans. 3) Tracked progress of cases. 4)Applied threshold in conferences.	Met
Established	Children's Services	Neelam Bhardwaja	Interim Service Manager, MASH and Screening	50003393	13/05/15	01/01/16	7	2		Rolling recruitment campaign for Team Managers introduced, so far unsuccessful	£ 298	£ 324.00	£ 64,800	£ 65,098	To ensure the LA meets its safeguarding responsibilities. This will enable robust decision making, adequate capacity to meet staff supervision and continued expertise in this area.	To embed recruitment/workforce strategy. To cost effectively recruit to post permanently. To ensure staff recruited are retained	
Established	Children's Services	Neelam Bhardwaja	Independent Reviewing Officer	50003748	10/11/2014	26/02/2016	15	4		Refused offer of permanent post in December, recruitment to begin again	£ 3,481	£ 301.21	£ 60,242	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
Established	Children's Services	Neelam Bhardwaja	Independent Reviewing Officer	50003748	18/12/2014	26/02/2016	14	2		Refused offer of permanent post in December, recruitment to begin again	£ 919	£ 323.21	£ 64,642	£ 63,723	To fulfil statutory duties under the IRO guidance	Covered all review . Offered scrutiny and challenge to LA care plans. Tracked progress of cases. Applied threshold in conferences.	Met
Established	Environmental Services	Stephen McDonnell	Neighbourhood Action Manager	50190268	13/07/15	31/03/16	8	new		Part of Tier 3 review,	£ 43,204	£ 598.00	£ 119,600	£ 76,396.00	Required to manage a substantial residential cleaning contract. Post part of tier 3 review and permanent appointment to be reviewed following review completion	Manage Waste Contract. Review residential cleaning contract. Reduce operating costs by £800K	Met
Established	Environmental Services	Stephen McDonnell	Sustainable Transport Manager	50190266	29/09/2014	11/03/2016	17	2		Future of the post is dependent on the outcome of the review of Highways & Street Lighting	£ 14,804	£ 456.00	£ 91,200	£ 76,396	To manage the Transport Plan	1)Sustainable Transport Plan 2)Managing Highways & Engineers	Met
Established	Finance	Neville Murton	Interim Head of Procurement	50004609	10/06/2015	01/07/2016	12	3		Area subject to review, to be advertised following completion	£ 32,085	£ 677.36	£ 135,472	£ 103,387	Cover required pending appointment of permanent role	1) Stabilise procurement operations 2) Review as-is procurement related issues 3) Develop recovery plan for procurement 4) Initialise supplier engagement programme, review quick win opportunities	Met
Established	Finance	Neville Murton	Project Manager Finance	50188911	28/01/2015	29/04/2016	15	2		Once the current project has ended we will advertise the role at a lower cost	£ 30,814	£ 495.73	£ 99,146	£ 68,332	Filling a substantive role - Head of Debt Management	1)Consolidate debt management into 1 team; 2) reduce overall council debt; 3) implement new debt management system	Partly
Established	HR	Jacquie McGeachie	HR Account Manager (DCE)	50230592	03/03/2014	26/02/2016	23	6		Recruitment campaign planned for February '16	£ 8,830	£ 417.13	£ 83,426	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1)Partner senior managers to design and develop a high performing organisation 2)Provide a consultancy service that delivers HR best practice 3)Ensure that the designated account area has a Workforce Plan in place & that it is delivered	Met
Established	HR	Jacquie McGeachie	HR Account Manager (COO)	50229424	18/05/15	30/03/16	10	0		Recruitment campaign planned for February '16	£ 17,204	£ 459.00	£ 91,800	£ 74,596	The Account Managers provide a link between the managers and HR, ensuring that strategic high level HR advice is provided to business managers that is specific to the needs of the particular area.	1)Partner senior managers to design and develop a high performing organisation 2)Provide a consultancy service that delivers HR best practice 3)Ensure that the designated account area has a Workforce Plan in place & that it is delivered	Met
Established	Regen	Dan Hawthorn	Business Analyst Housing Transformaiton	50236289	10/08/15	10/02/16	6	0		6 month time limited post	£ 28,120	£ 413.00	£ 82,600	£ 54,480	To embed the priority boards and reporting frameworks for Priority 4&5 and to undertake the transformation review of the staegic housing function	1) Support delivery of newly structured work programme 2) Delivery of 2 key corporate priorities 3) Conduct review aimed at reducing number of agency staff	
Established	SSC-IT	Mark Rudd	Interim Head of IT	50004349	08/06/2015	26/02/2016	8	new		Area subject to review, to be advertised following completion	£ 1,562	£ 586.00	£ 117,200	£ 115,638	The role covering Head of IT as an interim to support transition of ICT services into SSC. The post is required to continue to work on the restructure of the service with the Head of the SSC.	1)Smooth transition of ICT operational teams into SSC. 2)Design of the Intelligent Client Function. 3)Cover for Head of IT role	Met
Established	SSC-IT	Mark Rudd	Infrastructure Engineer (Citrix specialist)	50123671	27/01/2014	29/02/2016	25	7		Recruitment in planning stage	£ 20,755	£ 413.00	£ 82,600	£ 61,845	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1)Citrix Specialist Skills Support	Met
Established	SSC-IT	Mark Rudd	Infrastructure Engineer (Citrix specialist)	50107068	15/10/2012	29/02/2016	40	11		Recruitment in planning stage	£ 22,155	£ 420.00	£ 84,000	£ 61,845	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1)Citrix Specialist Skills Support	Met
Established	SSC-IT	Mark Rudd	TDA (Sharepoint Specialist)	50097896	07/11/2013	29/02/2016	27	7		Recruitment in planning stage	£ 13,453	£ 407.00	£ 81,400	£ 67,947	Lack of this resource would have high operational impact on ICT service delivery. Interviews held in August were unsuccessful and another round of recruitment is being planned.	1)Support and delivery of Sharepoint for Homes for Haringey - Strategic Housing; 2)Support Baud activity; 3)Ensure skills transfer to permanent staff.	Met

SUPERNUMERARY POSTS: Q3 October - December 2015

Contract status	Service Area	Assistant Director	Job title	Start date	End Date	Contract length (Months)	Number of contract Extensions	Daily rate Sept onwards	Estimated Full Year Spend	Why is this contract needed	Top 3 outcomes to be met this quarter (short bullet points only)	To what extent have these been met to date? (Fully, Partially, Not Met)
Additional support	Adults	Beverley Tarka	Service Manager (Commissioning)	19/08/2013	19/02/2016	30		£ 515.21	£ 103,042.00	Post is grant funded for the Care Act. The plan is for successful negotiation in reduction in rate so that activity can be focused on embedding systems and processes re Care Act Phase 1 internally and externally.	1)Identify supports in service to deliver with project officers. 2) Produce action plan on areas relating to areas identified in the plan. 3)Gather information from leads forum relating to identified areas in the plan.	Partly
Additional support	Adults	Zina Etheridge	Programme Manager	15/10/15	31/03/16	5	1	£ 760.73	£ 152,146.00	Required to work on a project designed to allow both NHS and Adult Services to work closer together		
Transformation	BIP	Tracie Evans	BIP Programme Director	10/03/2014	31/03/2016	24	24	£ 810.00	£ 162,000.00	The Business Infrastructure Programme (BIP) is a highly complex programme requiring strong, IT, Change, Programme Management and support service transformation experience. Approximately £7.8m MTFs and significant performance improvement are dependent on the successful delivery of the programme. Brining in an external expert is critical to ensure experiences within other local authorities is leveraged and time scales for implementation are reduced.	1 - Transitioning from project to a permanent Shared Service structure 2 - Establish the second phase of the programme and oversee resource requirements 3 - Oversee the develop the Investment requirements for the next phase of the programme.	Met
Transformation	BIP	Brett McKee	Senior business analyst	16/03/2015	31/03/2016	12	12	£ 502.00	£ 100,400.00	To: Engage with the Group Executives, ICT and other business functions, prioritise projects and resources whilst utilising the resources from the I.T. support function and overseeing design and implementation to the projects as required. The role aims to ensure best practices are incorporated in the larger technical projects so they are successfully implemented and lead to less risk for council.	1 - Support the implementation of the Shared Service. 2 - Oversee the implementation of the Case Management Technical solution for the SSC 3 - Oversee the implementation of the Intranet and IVR (telephony) implementation for the Shared Service.	Met
Transformation	BIP	Brett McKee	Senior business analyst	01/08/15	31/03/16	7	7	£ 494.00	£ 98,800.00	Required for the mobile working project to scipe business requirements and enable these to be clarified and a decision made on the totality of technology spend and the business benefits to be realised.	1) Undertake engagement with BU to determine full scope of project and priority areas 2) Develop a high level plan and phasing for the roll out 3)Determine ICT requirements based o busienss needs and put together a busienss case for each service area to determine potential cashable efficiencies	Met
Transformation	BIP	Brett McKee	Training Manager	27/07/15	31/03/16	8	8	£ 508.00	£ 101,600.00	To oversee and deliver all training requirements for the programme including new technology, culture and customer services soft skills. Post is required until the fuinal technology mplementation goes live and all key users are trained	1) To oversee and deliver the trainin plan and produce training materials 2) To deliver training courses and all communication 3)To arrange a handover to the business following each period of training	Met
Transformation	BIP	Brett McKee	Business Analyst	20/07/15	31/03/16	8		£ 425.50	£ 85,100.00	To support the delivery of a detailed target operating model for business support	1) Produce a detailed HR restructure document and implementation plan for 200 + posts 2) to support the upskilling and training of internal BA 3)To develop the financial model for the business support service	Met
Transformation	BIP	Brett McKee	Business Analyst (Phase 2)	28/09/15	31/03/16	6		£ 402.50	£ 80,500.00	This is a key role in the team working on the Shared Business Support project involving 700 posts across the council. The post will focus on capturing the detailed business requirements from services to inform the functional operating model.	1) Management of Shared business support plan ensuring this is updated across each work stream as the programme progresses 2)To define business requireemnts for the Shared Business Support model acrossa scope of services 3) Appraisal of business requireemnts	Met
Transformation	BIP	Brett McKee	Business Analyst	26/10/15	31/03/16	5	New	£ 420.00	£ 84,000.00	Design phase of the Shared Business Support project to be completed by 31.3.16. One of 6 key roles focusing on capturing detailed business requirements from services to inform the operating model. Shortened timescales for capturing data have led to 6 BA temp posts being required.	1. Business requirements workshops. 2. Activity analysis 3. Business process re-engineering requirements	Partial
Transformation	BIP	Brett McKee	Communications Lead	28/10/15	31/03/16	5	New	£ 395.00	£ 79,000.00	Effective stakeholder engagement is critical to the success of the Shared Business Support project. A dedicated resource is required to deliver the communcation plan due to the scale and complexity of the project	1. Communications Plan. 2. effective delivery of communications	Partial
Transformation	BIP	Brett McKee	Business Analyst	26/10/15	31/03/16	5	New	£ 411.76	£ 82,352.00	Design phase of the Shared Business Support project to be completed by 31.3.16. One of 6 key roles focusing on capturing detailed business requirements from services to inform the operating model. Shortened timescales for capturing data have led to 6 BA temp posts being required.	1. Design of Business Process Re-engineering 2. Design of target operating model 3. Development of target operating model	Partial
Transformation	BIP	Brett McKee	Business Analyst	26/10/15	31/03/16	5	New	£ 411.76	£ 82,352.00	Design phase of the Shared Business Support project to be completed by 31.3.16. One of 6 key roles focusing on capturing detailed business requirements from services to inform the operating model. Shortened timescales for capturing data have led to 6 BA temp posts being required.	1. Business requirements workshops. 2. Activity analysis 3. Business process re-engineering requirements	Partial
Transformation	BIP	Brett McKee	Data Analyst	28/09/15	31/03/16	6	New	£ 395.50	£ 79,100.00	The Shared Business Support Project involves almost 700 posts which need to be mapped by activity and tracked during the initial phase.	1. Data analysis. 2. Data Tracking 3. Scope tracking	Partial
Transformation	BIP	Brett McKee	Data Analyst	05/10/15	31/03/16	5	New	£ 540.00	£ 108,000.00	Expertise is needed within a similar shared business service environment. The role will cut across all services out of scope of the BIP 2 project and will involve working with a range of services.	1) Conduct analysis of how the service can improve services, processes and governance 2) Enable servcies to be managed better 3) Enable servcies to achieve efficiency savings set out in business case	Met
Additional support	Children's Services	Jon Abbey	Project Manager	23/10/15	04/03/16	4	New	£ 595.00	£ 119,000.00	The tasks originally requested in the original timeframe have been completed. His role has been extended to scrutinise the deliverability of MTFs savings across the Priority 1, this will deliver a forensic understanding of budgets based on detailed modelling as well as a co-ordinated approach to delivery of savings.	1) Provide analysis and modelling of critical areas on MTFsto accelerate ability to act quicly on findings relating to savings 2) Proide a clear financial model 3)Work with the leadership team to focus actions where needed	Met
Transformation	COO	David Airey	Project Manager (housing transformation)			0			£ -			
Additional support	Environmental Services	Stephen McDonnell	Confirm Developments and Systems Workstreams	15/07/2011	31/03/2016	56	u/k	£ 275.00	£ 55,000.00	Provides specialist advice and support for software (Confirm), building asset database, IT solution for NAT and training team.Mobilisation of Highways contract and mobile working support.	1)Street lighting inventory leading to energy savings 2)Meeting the accountancy regulations in regards to assets. 3)Contract process improvements leading to efficiencies and implementation of new CDM requirements (Health & Safety)	Met
Additional support	Environmental Services	Stephen McDonnell	Integrated Offender Management Offender Strategic Lead	02/09/2013	28/02/2016	29		£ 435.00	£ 87,000.00	Working with the Met at Wood Green Police Station (IOM Activity) and supporting the implementation of Shield.	1)To support the iplementation of shield through the IOM and project officer 2)To recruit the IGU lead an management through IOM 3)Continue to deliver MOPAC 7 objectives in line with funding arrangements	Met
Additional support	Environmental Services	Stephen McDonnell	Programme Manager	22/04/15	31/03/16	11		£ 750.00	£ 150,000.00	Overseeing Priority 3	1)Set up P3 Progrmme Board 2)Review governance arrangements	Met
Additional support	Environmental Services	Stephen McDonnell	Project Manager	02/06/15	29/01/16	7	1	£ 520.00	£ 104,000.00	Expertise needed to design a new TOM for Highways and Street Lighting Services	1)Project brief 2)Benchmark service 3)Gap analysis of current service arrangement	Met
Additional support	Planning	Stephen Kelly	Head of Statiegic Planning, Transport & Infrastructure	20/10/14	31/03/16	17			£ -	NO INFO PROVIDED AT Q2 or Q3		
Additional support	Planning	Stephen Kelly	Building Control Surveyor	04/11/14	31/03/16	16		£ 284.00	£ 56,800.00	Required to work on the industrial living project - a cross service project between Planning, Building Control and Private Sector Housing	1) To carry out joint inspections in all target areas 2) To check building control applications submitted	Met
Additional support	Planning	Stephen Kelly	Structural Engineer	12/01/15	31/03/16	14		£ 246.00	£ 49,200.00	Providing specialist structural engineering expertise to enable cost effective fee setting on building regulation assessment and building control consultancy work in line with requirements of increasing fee targets. The post is hard to recruit to a council graded post aand there is a national shortage of structural engineers.	1) To exceed additional fee income targets 2) To check all building control applications 3)To carry out additional housing surveys and repairs	Met
Additional support	Public Health	Jeanelle de Gruchy	Violence against Women & Girls Project Co-ordinator	23/12/2014	02/02/2016	13	2	£ 200.00	£ 40,000.00	The project is rapidly expanding & there is a capacity issue with progressing key areas of work in redesigning the referral pathway for domestic violence, organising the lead the commissioning arrangements for services, developing the strategic response to violence, & coordinating the multi agency partnership	1)Delivery of the harmful practices working group. 2)White Ribbon developments/delivery 3)Supporting the strategic lead in the delivery of the VAWG delivery plan	Met
Additional support	Public Health	Jeanelle de Gruchy	Domestic Violence Strategic Manager	02/06/2014	02/02/2016	20	4	£ 385.00	£ 77,000.00	To be incorporated in the Community Safety restructure during Q1 2015. Part funded through MOPAC	1)Development of IDVA services. 2)Ensure timely delivery of the VAWG delivery plan across the Council 3)X2Domestic Homicide Review	
Additional support	Regen	Dan Hawthorn	Innovation Hub Officer (0.4)	21/09/15	26/08/16	11	New	£ 374.00	£ 74,800.00	Required 2 days per week funded through New Homes Bonus. Hub brings developers & owners to test rechnologies to deliver better performance. Saving money & carbon while delivering value to the borough in terms of developing jobs, training and business growth. Expert knowledge required, project scheduled until 9/16.	1) The establishment of the project team 2) Engage with key stakeholders to ensure that they are involved with this project and have clear objectives 3) Plan and deliver an inception meeting with key stakeholders who are likely to invest in the project	Met

SUPERNUMERARY POSTS: Q3 October - December 2015

Additional support	Regen	Dan Hawthorn	Senior Construction Procurement Officer (Regeneration)	22/06/2015	31/12/2015	6	1	£ 480.00	£ 96,000.00	To support Regeneration Programme	1) Issue of PIN notice, 2) Completion of PQQ for Hornsey Town Hall 3) Commencement of same for High Road West	Met
Additional support	Regen	Dan Hawthorn	Implementation Manager	10/08/15	05/02/16	5	1	£ 611.69	£ 122,338.00	To implement the Cabinet decision on the future of Homes for Haringey, made in September 2015 and put in place the arrangements for the ongoing relationship with the ALMO.	1) New draft management agreement between the council and the ALMO 2) TUPE of staff from the council to the ALMO 3) TUPE of staff from the ALMO to the council	new role
Additional support	Regen	Dan Hawthorn	Housing transformation Development Manager	02/12/15	25/03/16	3	New	£ 471.00	£ 94,200.00	To manage the consultant team and work with key stakeholders to commission and develop the programme for Haringey Estates to include capacity studies, options assessments and viability studies.	email sent asking for details	
Additional support	Regen	Helen Fisher	CPO Project Manager	03/12/15	31/05/16	5	New	£ 452.00	£ 90,400.00	Cover whilst Area Regeneration Manager is on agreed sabbatical	1. Act as the key point of contact to progress the CPO 2. Ensure all required documentation and approvals are in place 3. Project management of all relevant stages of the CPO	
Transformation	Regen	Dan Hawthorn	Project Adviser – Development Vehicle	12/09/2015	31/03/2016	6	2	£ 870.00	£ 174,000.00	To support development and approval of business case for proposed Haringey Development Vehicle, and to support procurement of joint venture partner for the vehicle.	* Prepare Cabinet Paper & EqIA for Vehicle business case * Work with commercial and legal advisers to develop and agree procurement programme through to financial close * Prepare draft procurement pack ahead of OJEU go live in January 2016	
Transformation	Regen	Dan Hawthorn	Housing transformation Development Manager	27/11/14	31/03/16	16	New	£ 562.50	£ 112,500.00	To manage phase 1 of the council's manifesto commitment to building new homes. This involves resident consultation to assess housing renewal options. No staffing resource is in place on a permanent basis and a temporary resource is needed until permanent funding is available.	1) Ensure all contactors start on site for Phase 1 2) To procure agreement of Phase 2 with Members & GLA 3) Completion of initial appraisals and studies for potential Phase 3	
Additional support	Regen	Dan Hawthorn	Housing Transformation Project Manager	30/07/15	29/02/16	7	3	£472.00	£94,400	To embed the priority boards and reporting frameworks for Priority 4&5 and to undertake the transformation review of the strategic housing function	1) Support delivery of newly structured work programme 2) Delivery of 2 key corporate priorities 3) Conduct review aimed at reducing number of agency staff	
Transformation	Regen	Dan Hawthorn	Head of Regeneration	01/12/15	29/02/16	2	New	£ 800.00	£ 160,000.00	1) Establish stand alone Regeneration function (currently part of Housing team) 2) Wood Green AAP approved by Cabinet 3) GLA funding requirements for Station Rd		
Additional support	SSC-IT	Mark Rudd	Exchange Specialist - Evergreening	20/08/2013	29/02/2016	30	8	£ 396.00	£ 79,200.00	This is additional project resource, technical lead/architect for the Upgrade to Exchange 2010 and of the council email service. Without this resource the migration to Exchange 2010 will not be completed & the council is likely to fail in meeting mandatory requirement of Public Sector Network (PSN). It will not be able to upgrade our infrastructure to supported environment which will have further impact on the council's ability to connect to PSN and GCSX services.	1) Migration to Windows Server 2008, 2) Supported platform Transition to 2010; 3) Transfer of skills to existing workforce	Met
Additional support	SSC-IT	Mark Rudd	Infrastructure Engineer	30/01/14	25/03/16	25	5	£ 387.00	£ 77,400.00	The role is providing additional capacity, in supporting Technical Project Manager.	1) Support for Evergreening project; 2) Support for energy efficiency programme	Met
Transformation	SSC-IT	Mark Rudd	Programme Delivery Manager	20/01/2015	31/03/2016	14	1	£ 552.00	£ 110,400.00	To ensure successful project delivery within time and budget and deliver the financial savings required. The role also oversees and co-ordinates the regular reporting of programme progress, financial management, benefits realisation, risks, issues and status to ensure Senior Managers, Chief Executive and the BIP Programme Board have accurate and timely information.	1 - Support and challenge risk areas surrounding the implementation of the SSC 2 - Provide critical challenge sessions to all functions migrating into the SSC 3 - Develop an operational go-live checklist for functions migrating into the SSC	Met
Transformation	SSC-IT	Mark Rudd	Senior Project Manager	01/08/2014	31/03/2016	19	1	£ 580.00	£ 116,000.00	The Senior Project Manager Finance has experience in Transformation specifically in finance. They will work alongside the Service and BAs to achieve a smooth transition to a shared services environment and associated technology enhancements. The work this interim will complete includes: Delivering workshops and contributing to the Target Operating Model, Stakeholder Management.	1 - Transitioning the finance function into the SSC 2 - Completion of a proof of concept for Financial budget forecasting 3 - Completion of contractual arrangements for financial budget forecasting.	

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Equality Scorecard December 2015

Period : October 2015 to December 2015

Data as at 31/12/2015

Profile by Services	Chief Operating		Corporate Governance Policy & Business Mgt		Deputy Chief Executive		Regeneration, Planning & Development		Haringey December 2015		Haringey September 2015		Targets
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	
Headcount	1205		112		1107		173		2597		2682		
Full-time equivalent (FTE)	1063.9		107.2		984.9		145.1		2301.1		2379.8		
Top 5% of earners - Female	28	53.8	5	38.5	34	75.6	10	43.5	77	57.9	68	51.1	50.0
Top 5% of earners - BAME	11	21.2	4	30.8	11	24.4	1	4.3	27	20.3	25	18.8	22.0
Top 5% of earners - Disability	1	1.9	2	15.4	0	0.0	0	0.0	3	2.3	3	2.3	3.7
Age 16 to 24	14	1.2	2	1.8	17	1.5	3	1.7	36	1.4	32	1.2	
Age 25 to 34	123	10.2	28	25.0	169	15.3	19	11.0	339	13.1	353	13.2	
Age 35 to 44	285	23.7	24	21.4	244	22.0	59	34.1	612	23.6	633	23.6	
Age 45 to 54	474	39.3	37	33.0	397	35.9	59	34.1	967	37.2	1005	37.5	
Age 55 to 64	278	23.1	19	17.0	261	23.6	30	17.3	588	22.6	607	22.6	
Age 65 and over	31	2.6	2	1.8	19	1.7	3	1.7	55	2.1	52	1.9	
Average Age	48		46		46		45		47		47		
Disability	119	9.9	11	9.8	126	11.4	7	4.0	263	10.1	274	10.2	
BAME	668	55.4	46	41.1	576	52.0	66	38.2	1356	52.2	1416	52.8	
White Minorities	195	16.2	16	14.3	174	15.7	41	23.7	426	16.4	437	16.3	
White	317	26.3	48	42.9	316	28.5	65	37.6	746	28.7	773	28.8	
Not declared	25	2.1	2	1.8	41	3.7	1	0.6	69	2.7	56	2.1	
Female	739	61.3	71	63.4	846	76.4	110	63.6	1766	68.0	1809	67.4	
Male	466	38.7	41	36.6	261	23.6	63	36.4	831	32.0	873	32.6	
Part-time	314	26.1	14	12.5	296	26.7	45	26.0	669	25.8	693	25.8	

* Numbers are too small to report

Profile by Grade Bands	Scale1 to Scale5		Scale 6 to SO1		PO1 to PO3		PO4 to PO7		PO8+		Other		Totals	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Age 16 to 24	10	1.4	6	1.2	7	1.1	1	0.3	0	0.0	12	3.9	36	1.4
Age 25 to 34	83	11.6	75	14.5	94	14.8	43	12.0	3	4.5	41	13.4	339	13.0
Age 35 to 44	145	20.3	106	20.5	179	28.1	97	27.1	15	22.4	70	23.0	612	23.6
Age 45 to 54	244	34.1	216	41.9	232	36.4	139	38.8	28	41.8	109	35.7	968	37.3
Age 55 to 64	206	28.8	102	19.8	116	18.2	75	20.9	19	28.4	70	23.0	588	22.6
Age 65 and over	27	3.8	11	2.1	9	1.4	3	0.8	2	3.0	3	1.0	55	2.1
Disability	94	13.1	58	11.2	68	10.7	20	5.6	3	4.5	20	6.6	263	10.1
BAME	482	67.4	306	59.3	294	46.2	147	41.1	14	20.9	113	37.0	1356	52.2
White Minorities	92	12.9	85	16.5	131	20.6	67	18.7	11	16.4	40	13.1	426	16.4
White	123	17.2	113	21.9	200	31.4	138	38.5	41	61.2	132	43.3	747	28.8
Not declared	18	2.5	12	2.3	12	1.9	6	1.7	1	1.5	20	6.6	69	2.7
Female	457	63.9	407	78.9	438	68.8	206	57.5	42	62.7	216	70.8	1766	68.0
Male	258	36.1	109	21.1	199	31.2	152	42.5	25	37.3	89	29.2	832	32.0
Part-time	351	49.1	130	25.2	116	18.2	22	6.1	3	4.5	47	15.4	669	25.8

Period Jan-2015 - Dec 2015	Recruitment & Retention						Promotions		Performance Appraisals		Training		Formal Procedures			
	Applicants		Starters		Leavers		Promotions		NEW CONTINUOUS PROCESS BEING INTRODUCED	Internal Training Courses Attended		Grievance Cases		Disciplinary Cases		
	Headcount	%	Headcount	%	Headcount	%	Headcount	%		Headcount	%	Headcount	%	Headcount	%	
% of that group																
Age 16 to 24	226	10.6	27	10.7	12	2.9				1	0.6	0	0.0	0	0.0	
Age 25 to 34	754	35.4	82	32.5	74	17.8				16	10.1	5	12.8	5	10.0	
Age 35 to 44	521	24.5	59	23.4	103	24.8				29	18.4	6	15.4	16	32.0	
Age 45 to 54	449	21.1	57	22.6	117	28.1				67	42.4	17	43.6	15	30.0	
Age 55 to 64	173	8.1	26	10.3	92	22.1				42	26.6	11	28.2	13	26.0	
Age 65 and over	7	0.3	1	0.4	18	4.3				3	1.9	0	0.0	1	2.0	
Disability	2	0.1	6	2.4	37	8.9				10	6.3	11	28.2	5	10.0	
BAME	1206	56.6	105	41.7	196	47.1				60	38.0	21	53.8	32	64.0	
White Minorities	317	14.9	27	10.7	63	15.1				16	10.1	12	31	10	20.0	
White	605	28.4	84	33.3	144	34.6				67	42.4	4	10	6	12.0	
Not declared	2	0.1	36	14.3	13	3.1				15	9.5	2	5	2	4.0	
Female	1325	62.2	173	68.7	260	62.5				103	65.2	24	61.5	18	36.0	
Male	805	37.8	79	31.3	156	37.5				55	34.8	15	38.5	32	64.0	

* Numbers are too small to report

	Leaving Reason Groups												ETHNICITY KEY	
	Resignation		Redundancy		Retirement		Contract End		Dismissal		Other			
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
Age 16 to 24	11	2.6	0	0.0	0	0.0	1	0.2	0	0.0	0	0.0	BAME	black, asian, chinese and other nationalities
Age 25 to 34	58	13.9	13	3.1	0	0.0	0	0.0	2	0.5	1	0.2	White Minorities	Non british white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller and other white europeans
Age 35 to 44	67	16.1	20	4.8	0	0.0	5	1.2	1	0.2	10	2.4	White	British, English, Scottish, Welsh & Northern Irish
Age 45 to 54	50	12.0	43	10.3	0	0.0	1	0.2	1	0.2	22	5.3		
Age 55 to 64	15	3.6	49	11.8	6	1.4	4	1.0	4	1.0	14	3.4		
Age 65 and over	3	0.7	4	1.0	9	2.2	0	0.0	0	0.0	2	0.5		
Disability	15	3.6	15	3.6	1	0.2	0	0.0	3	0.7	3	0.7		
BAME	83	20.0	71	17.1	5	1.2	2	0.5	3	1	32	7.7		
White Minorities	33	7.9	2	0.5	4	1.0	3	0.7	1	0	2	0.5		
White	80	19.2	15	3.6	6	1.4	5	1.2	3	1	15	3.6		
Not declared	8	1.9	0	0.0	0	0.0	1	0.2	1	0	0	0.0		
Female	125	30.0	100	24.0	9	2.2	6	1.4	3	0.7	17	4.1		
Male	79	19.0	29	7.0	6	1.4	5	1.2	5	1.2	32	7.7		
Maternity														

Sexuality	No.	% of all staff	% of recorded	Religion/Belief	No.	% of all staff	% of recorded
Not recorded/known	1826	70.3		Christian	355	13.7	45.9
Bi-Sexual	10	0.4	1.3	Hindu	14	0.5	1.8
Gay Man	10	0.4	1.3	Jewish	5	0.2	0.6
Heterosexual	547	21.1	70.8	Muslim	48	1.8	6.2
Lesbian	6	0.2	0.8	None	158	6.1	20.4
Prefer not to say	200	7.7	25.9	Other ...	24	0.9	3.1
Total recorded	773	29.8	100.0	Prefer not to say	170	6.5	22.0
				Not Recorded	1825	70.3	

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Report for: Staffing and Remuneration Committee

Item number: 10

Title: Implementing the Modern Reward Strategy for the Rest of the Workforce

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

Lead Officer: Ian Morgan – Modern Reward Strategy Manager

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 (S&R) 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 S&R Committee be kept informed of progress of the project and that any proposed changes to employees' terms and conditions of employment to be brought back to the Staffing and Remuneration Committee for consideration and approval.
- 1.3 The Senior Managers new pay and grading arrangements (Phase 1) was agreed by this Committee on 15th December 2015 and will be implemented with effect from 1 April 2016.
- 1.4 The purpose of this report is to provide an update to the S&R Committee regarding the proposal to apply the Principles of the Modern Reward Strategy at Appendix B which were agreed at S&R Committee on 14th September 2015 to the rest of the workforce.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

- 3.1. To apply the Principles of the Modern Reward Strategy to the rest of the workforce.

- 3.2. Note the contents of the Equal Pay and Conditions Review - 'Single Status' 2008 and the proposals for incorporating each element into the Modern Reward Strategy project.
- 3.3. Approve the proposal to commence negotiations with Trade Unions in relation to the implementation of the Modern Reward Strategy for the rest of the workforce.

4. Reason for decision

- 4.1. Phase 1 of the Modern Reward Strategy will go live with effect from 1 April 2016, transition arrangements have been agreed with the Staffing and Remuneration Committee and the strategy will be fully effective, including pay progression recognising Senior Managers' contribution to the Council, from April 2017.
- 4.2. The way is now clear to engage with the rest of the workforce regarding the next phase, applying the Principles of the Modern Reward Strategy; and undertake a comprehensive review of terms and conditions of employment.
- 4.3. The Modern Reward Strategy gives us the remit to negotiate with Trade Unions to reach a new collective agreement that will replace every aspect of the Equal Pay & Conditions Review – 'Single Status' 2008- and embody the Principles of the Modern Reward Strategy.

5. Alternative options considered

- 5.1. To meet the aims and objectives of the Modern Reward Strategy as agreed by S&R Committee in December 2014 it is important that we progress to the next phase of the project – the rest of the workforce.

6. Background information

- 6.1. In September 2008 the Council agreed a package of proposals with Trade Unions covering pay and conditions through the Equal Pay & Conditions Review – 'Single Status' initiative. The full document can be found at Appendix A, A1-A7.
- 6.2. The proposals contained in the Equal Pay & Conditions Review – 'Single Status' were set out as a single package with the stipulation that single items would not be negotiated separately.
- 6.3. Therefore any proposals under the Modern Reward Strategy for the pay and grading arrangements for the rest of the workforce which change any of the items in the 'Single Status' document will need to take account of each element of the package.

6.4 Summary of the Equal Pay & Conditions Review – 'Single Status' 2008

An outline of each element of the original Equal Pay & Conditions Review is set out below:

- 6.4.1 Scope – All staff including Youth workers, craft workers, former manual and officer staff, social workers, day nursery staff, support staff working in schools but excluding Teachers and Soulbury staff.
- 6.4.2 Pay Structure – The then new and old pay structures are included in the review document. The major differences were the introduction of greater flexibility to allow for

non consolidated increments to recognise good performance and an adjustment of the grade anchor points to take account of local recruitment and retention difficulties; and the adoption of a number of overarching principles regarding our pay policy and practices.

6.4.3 Range Grades – A range grade is defined by the review as a number of grades linked together. Range grades are not restricted in their application, however, they are normally suited to the following circumstances:

- Where there is scope to gain additional skills and knowledge which can be actively applied to a higher grade in the workplace.
- Where the nature of the post means there is a high variation in the skill level of applicants and the grade has been tailored to accommodate this.
- The nature of the work means that there will be scope to do work at a higher level in the future.
- The post provides a programme of learning and development where skills can be actively applied in a higher grade in the workplace.

Full criteria for range grades are contained in the original review document.

6.4.4 Job Evaluation Proposals – The review proposed to evaluate all the jobs covered by the agreement using the Greater London Provincial Councils (GLPC) methodology in three phases.

- Phase 1 to cover all Manual graded jobs, those on national based grades and those with a disproportionate gender profile.
- Phase 2 to cover the remaining jobs up to and including grade PO2.
- Phase 3 to cover grades PO3 to PO8 inclusive.

6.4.5 Job Evaluation Price Tag – The review proposed the adoption of a Haringey price tag. In other words the results of the GLPC job evaluation would be linked to job grades in a way that was unique to Haringey.

6.4.6 Job Evaluation Appeals – The review set out the circumstances under which appeals would be permitted and the process which should be followed.

6.4.7 Assimilation Arrangements – The review set out the the process to be followed in assimilating individuals to their new pay and grading arrangements.

6.4.8 Pay Progression – The review proposed that pay progression for staff on all grades continue to be automatic with movement to the next increment in the pay scale each 1 April.

6.4.9 Future Evaluations – The review set out the process and methodology to be used for future evaluations.

6.4.10 Recruitment & Retention Allowance / Market Supplements – The review proposed the use of recruitment and retention allowances, and market supplements, where sufficient evidence for their use existed. It also pointed out that a difference in pay could be justified in equal pay terms provided that it is not based on gender.

- 6.4.11 Compensation Proposals – The review set out the basis of calculating compensation payments to manual graded employees.
- 6.4.12 Protection Arrangements – The review set out the circumstances in which protection provisions would be employed.
- 6.4.13 Allowance Proposals – The review outlined the proposals concerning the payment of allowances.
- 6.4.14 Notice Changes – The review proposed some minor changes to the notice arrangements in order to reduce the impact of late notifications to payroll.
- 6.4.15 Annual Leave – The review set out the proposal to harmonise annual leave entitlement.
- 6.4.16 Long Service Awards – The review set out some minor changes to the value of Long Service awards.
- 6.4.17 Reimbursement of Expenses – The review introduced the concept of reimbursement of out of pocket expenses to replace set allowances.
- 6.4.18 Car Loans – The review reinforced the Council’s stance to cease providing loans to staff for the purpose of purchasing a vehicle.
- 6.4.19 Staff Benefits – The review included the proposal to set up an affinity benefits scheme for staff to offer discounts on shopping, days out, holidays, etc.

7 Proposal to transition from the Equal Pay & Conditions Review – ‘Single Status’ 2008 to the Modern Reward Strategy

We will address each element of the Equal Pay & Conditions Review – ‘Single Status’ in turn and incorporate them into the Modern Reward Strategy as follows:

- 7.1 Scope – all Council employees (except teachers, employees on Soulbury terms and conditions and employees on NHS terms and conditions). The Council employs staff on NHS terms and conditions who were transferred to the Council under an arrangement giving protection to staff similar to that provided by the Transfer of Undertakings (Protection of Employment) Regulations 2006, when Public Health became the responsibility of local authorities in 2013.
- 7.2 Pay Structure – We will extend the pay structure used for Senior Managers to the rest of the workforce.
- 7.3 Range Grades – Range grades will be put in place to help recruitment and retention.
- 7.4 Job Evaluation Proposals – We intend to continue to use the Greater London Provincial Council (GLPC) job evaluation methodology for the rest of the workforce to establish the relative importance of roles to the organisation.

Points values will be aligned to job levels within the new framework which will replace both the existing pay scales and the Haringey Price Tag.

- 7.5 Job Evaluation Price Tag – The reasons for having a separate price tag mechanism will disappear once pay decisions are made locally.
- 7.6 Job Evaluation Appeals – we intend to introduce a new process for job evaluation that will negate the need for a separate appeal procedure.
- 7.7 Assimilation Arrangements – To be agreed as necessary with the Trade Unions with the implementation of the Modern Reward Strategy .
- 7.8 Pay Progression – The way that we manage pay progression will change. We will use the same principles as for the senior management population.
- 7.9 Future Evaluations – Future evaluations will involve the Hay Group methodology for Senior Managers (as agreed with S&R Committee) and GLPC for the rest of the workforce.
- 7.10 Recruitment & Retention Allowance / Market Supplements – we will review the need for the future use of allowances and supplements.
- 7.11 Compensation Proposals – The arrangements for compensation payments proposed by the Equal Pay & Conditions Review –‘Single Status’ were a one off arrangement to facilitate the introduction of the Equal Pay Agreement. Accordingly there will be no new compensation proposals.
- 7.12 Protection Arrangements - To be agreed as necessary with the Trade Unions with the implementation of the Modern Reward Strategy .
- 7.13 Allowance Proposal – One of the essential threads of the Modern Reward Strategy is the comprehensive review of all allowances paid to Council staff and this will continue to be one of the key deliverables.

Employee contracts will give the Council the right to discontinue, amend or introduce allowances, both standing and one off, after appropriate consultation in response to changes in, inter alia, market conditions, working practices, tax treatment, etc.

- 7.14 Notice Changes – There are no plans to change the convention introduced by the Equal Pay & Conditions Review – ‘Single Status’ in 2008.
- 7.15 Annual Leave – we have no immediate plans to change annual leave entitlements as part of the Modern Reward Strategy. The Council will review its existing arrangements to ensure they reflect best practice in this area.
- 7.16 Long Service Awards – The Council will review its existing arrangement and will take in to account any recent changes to legislation to ensure that it is fit for purpose.
- 7.17 Reimbursement of Expenses – We propose that both in employee contracts and in the policy itself the Council will reserve the right to make amendments to its policy on the

reimbursement of expenses, including travel and subsistence claims, in light of any change to Her Majesty's Revenue and Customs stance on the tax treatment of such items or of other changes.

- 7.18 Car Loans – Beneficial loans to staff, with the exception of those used to purchase travel season tickets, are no longer seen as an essential part of the benefits package and we do not foresee the Modern Reward Strategy reversing our existing stance.
- 7.19 Staff Benefits – We propose to undertake a review of staff benefits and take advantage of changes in legislation and provision of employee benefits to ensure that Haringey maintains its ability to recruit and retain staff of the right calibre and remains an employer of choice.

8. Contribution to strategic outcomes

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

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

Assistant Director of Corporate Governance Comments

- 9.1. Where a Council employee's existing contract contains a clause saying the parties are bound by the outcome of local collective bargaining with the trade unions, then the proposed new collective agreement will be legally binding on the employee, even if s/he is not a trade union member. If the employee's contract does not contain such a clause, then the proposed new collective agreement will only be legally binding on the employee if the Council has a custom and practice that the terms of collective agreements are incorporated into individual contracts.
- 9.2. In the event that the proposed new collective agreement cannot be reached the Council will need to consider what alternative lawful ways should be pursued by it to implement the Modern Reward Strategy for the rest of the workforce.

Finance Comments

- 9.3. The Chief Finance Officer has been consulted in the preparation of this report and confirms that, at this stage, there are no direct financial implications. However, as the proposals are developed the financial implications for the Council will need to be evaluated and included in any subsequent reports produced for the Committee.

10. Use of Appendices

10.1. The appendices to this paper are as listed below.

Appendix A – Equal Pay & Conditions Review –‘Single Status’ (October 2008)

Appendix A1 – Pay Structures

Appendix A2 – List of Jobs

Appendix A3 – Haringey Price Tag

Appendix A4 – Allowances, Bonuses and Additional Payments

Appendix A5 – Range Grades

Appendix A6 – Recruitment and Retention Allowance

Appendix A7 – Retainer Payments

Appendix B – Principles of the Modern Reward Strategy

11. Local Government (Access to Information) Act 1985

Not applicable.

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Equal Pay & Conditions Review – ‘Single Status’

1. Package arrangements

The proposals contained within this document are a single package. If changes are made to any item this may result in a change to another item. Changes proposed to single items are not to be negotiated separately.

This package will only apply to those staff within the scope of Equal Pay & Conditions project – All staff including Youth workers, craft workers, former manual and officer staff, social workers, day nursery staff, support staff working in schools, but excluding Teachers and Soulbury staff. The implementation date of this Agreement is 1 April 2007 unless otherwise stated.

2. Pay Structure

A proposed pay structure is attached at Appendix A1.

The principles are:

- Introduces two new grades at the bottom of the structure
- Retains the existing structure from Sc2 to SO1
- Introduces new grade structure changes at SO2-PO2 level to delete the existing PO1 grade. This will result in the current SO2 grade being re-titled and called PO1. This change will take effect in line with the agreement to re-evaluate jobs in the SO2-PO2 range in line with the timetable outlined below in para 4.

Greater flexibility will be introduced to allow for the potential for additional non consolidated increments in recognition of good performance and adjustment of grade anchor points to take account of recruitment and retention difficulties.

3. Range Grades

There are currently a number of range grades that exist across the council. A range grade is a number of grades linked together e.g. PO1-3. Range grades will not be restricted in their application, so in theory can apply to any range of grades within the pay structure.

It is important to review range grades and their progression criteria to comply with equal pay legislation. Therefore they need to be justified to the Head of HR. A review period for the range grade will be built in so that the reasons for justifying the range grade are updated. It may be that the reasons are no longer justified, in which case the range grade will need to cease.

Where range grades apply each grade within the range needs to be justified. Therefore the specific differences that apply to the job to justify payment of each grade must be identified in the job description and person specification/ competency profile.

Progression from one grade to the next level needs to be justified by way of a record (this may be performance appraisal or a letter) that outlines how the employee meets the requirements to justify payment at the next level. Progression within grades will be by normal annual increments.

Range Grade Criteria are attached at Appendix A5.

4. Job Evaluation Proposals

The new GLPC job evaluation scheme will be used to evaluate all jobs evaluated after the date of the agreement.

Any resulting grade adjustments will take account of the Assimilation, Protection and Pay Justification arrangements detailed below.

HR advisors will conduct the evaluations but we will send the results to the unions in advance of releasing the result to staff. This will give the unions the opportunity to query any job evaluation issues that might arise. Any union review must be conducted within a short timescale e.g. 5 working days, to ensure HR service delivery is maintained. This will help to resolve any issues with a job evaluation before it is raised with the employee. It will also help to reduce the number of job evaluation appeals. This process will only apply for the purpose of the initial evaluation on the new GLPC job evaluation scheme.

Following the initial job evaluation on the GLPC job evaluation scheme the practice that will apply is that HR advisors will conduct the evaluations and then will notify the manager of the result. The unions can request a copy of the evaluation if they wish to (this is same process as present.)

It is proposed that job evaluation using the new GLPC scheme will be carried out in accordance with the following timetable.

Phase 1

Phase 1 will evaluate all Manual graded jobs plus a number of jobs identified jointly by a panel of Council representatives and trade union officers on the basis of a risk assessment and equal pay impact assessment. The assessment identified jobs to be evaluated using the following criteria

- Manual occupation based jobs
- those jobs on national based grades e.g. social workers;
- jobs with a disproportionate number of one gender compared to the Council gender profile (this is approx 70% women, 30% men).

In total all these categories of jobs cover 4321 staff. The list of jobs identified as a result of this risk assessment are outlined in Appendix A2.

The effective date of these regrades will be 1 April 2007.

Phase 2 and 3

As a result of the risk assessment and equal pay impact assessment of jobs jointly undertaken by Council representatives and trade unions the Council intends to deal with the job evaluation of the following staff groups on a different timetable to those staff identified above.

The Council is satisfied that an appropriate risk and equal pay impact assessment has been done of these jobs to justify implementing a different timescale for these.

The proposed timetable and groups of jobs are identified below.

Evaluation Group	Evaluation Timetable	Effective date of regrade
Remaining Sc1-6 jobs and SO1 – PO2 jobs not identified in the lists referred to paragraph 4a above.	During financial year April 2008 to March 2009	1 April 2008
PO3 – PO8 jobs	During financial year April 2009 to March 2010	1 April 2009

Where job evaluations are undertaken earlier than the scheduled timetable the effective date of regrade will be dependant upon when the evaluation date falls. For example, if a PO3 job is evaluated in June 2008 it will be effective from June 2008. However, if the same PO3 job is evaluated in September 2009 (during it's scheduled timetable) the effective date will be 1 April 2009.

If it can be shown subsequently by a joint panel of unions and management that a job should have been included the first phase of evaluation under the GLPC scheme by reason of the disproportion of one gender within that group, and that the employee has been the subject of unequal treatment by reason of their gender and who are upgraded in the latter phases of the evaluation, they will have an effective date of 1 April 2007 applied to their evaluation.

5. Job evaluation (JE) Price tag

It is proposed to adopt a Haringey Price tag. This is attached at Appendix A3.

This shows the difference between the existing GLPC price tag and the proposed price tag.

Adjustments to the GLPC price tag have been agreed and we have undertaken a thorough impact assessment on the new price tag.

6. Job Evaluation Appeals

Employees will be allowed to appeal against the job evaluation the first time the post is evaluated using the new GLPC scheme.

Subsequent job evaluations for the post will be on the following basis.

Employees will be able to appeal against job evaluations where their grade goes down. Employees whose grade remains the same or increases may request a review of the evaluation by a different officer in HR than involved in the original evaluation.

It is recommended that the GLPC job evaluation questionnaire, or similar questionnaire based on this, is used when undertaking a job evaluation review or appeal.

Appeals should be submitted within 10 working days of the grade notification to the employee. Where a number of employees are appealing and are in the same job these will be grouped together in a class action appeal.

An Appeal Panel will be convened to re-evaluate the job. The Appeal Panel will consist of an experienced job evaluator from HR, a Senior Manager independent from the service where the post is based and two experienced job evaluators from the union side independent from the case being appealed.

Appeals will be conducted within reasonable timescales depending on availability of resources, but usually within 2 months of the appeal notification.

Representations about the job will be heard from the manager and employee (in class action appeals up to 3 employees will be able to make representations). The purpose is to better understand the job and not too debate the evaluation being appealed.

The role of the Appeal Panel is to act as a model of good evaluation practice. Therefore the Appeal Panel may re-evaluate all elements of the job, and not just those items disputed by the appellant, if it views the initial evaluation as being wrong. It needs a majority of 3 panel members to agree to change the grade. If there is stalemate on grade evaluation then the original evaluation will stand.

7. Assimilation Arrangements

It is proposed that where jobs are evaluated using the GLPC scheme and Haringey price tag that they be put onto a minimum point on the new grade in the pay structure that is at least equal to their previous pay grade increment. Where the new basic pay exceeds the old total pay – basic pay plus allowances (but excluding overtime) – those allowances that have been agreed to go (see attached list at Appendix A4) will cease to be paid.

Where an evaluation results in a loss of basic pay the individual will be put on the top spine point of the grade. This will not apply to range grades, although the principle of this point will be applied in spirit.

Where the new basic pay does not exceed the old total pay, the allowances that have been agreed to go will still cease but appropriate compensation/ transition arrangements will apply.

For the remaining staff these will retain their existing grade structure and there will be no change until after job evaluation.

New grade structure changes at SO2-PO2 level will become effective following evaluation of these posts. The revision will delete the existing PO1 grade. This will result in the current SO2 grade being re-titled and called PO1. For staff in grades SO2 – PO2 they will be assimilated onto revised grades as and when they have been evaluated in accordance with the job evaluation timetable outlined above.

8. Pay Progression

Incremental progression for staff on all grades of will remain as at present with progression to the next increment on the grade scale each 1 April unless in post less than 6 months in which case it will be 6 months from start date.

9. Future evaluations/Justification for retaining pay levels

The GLPC Job Evaluation scheme will be used for all future evaluations of grades after the date of this agreement.

The resultant job evaluation may result in a change in grade up, down or at same level as previously. Where the grade changes from what it was previously there will be three options to pursue as follows

- Review or appeal the job evaluation
- Revisit the job description and apply additional duties where there is a service benefit. Any additional duties should be cleared with HR.
- Where justified, determine whether a range grade might be appropriate for the post
- Consider whether Recruitment & Retention allowances are justified. Note -these will only be applied where market pay levels are an issue and they need to be objectively justified and reviewed – see section below.

For staff whose contractual pay entitlements go down the protection arrangements will apply (see below). Please note that any protection will only apply to those staff affected by first time around GLPC job evaluation whose grade goes down. It is not applicable to redeployment situations.

10. Recruitment & Retention allowance/Market Supplements

Recruitment and Retention (R&R) increments can be requested where market issues demonstrate that it is difficult to recruit or retain staff unless an adjustment to pay is made.

Any R&R increment adjustment will have to be justified on the basis of the likely impact on the job group of down grading the staff, i.e. difficulty of retaining staff and recruiting new staff because of the lower pay. This justification will be backed up by hard data/ evidence.

It is important to note that a difference in pay may be justified in equal pay terms where an objective justification can be provided that is not based on gender.

The Head of HR will have to sign off R&R increment adjustments in consultation with Director of the Service and Executive Member. A delegated authority form will need to be completed.

A review period will need to be built into any R&R increment adjustment (no greater than 3 years) and at the time of review the same justification exercise will need to be determined and signed off.

R&R increments will not attract any plus rates e.g. overtime, weekend enhancements, etc.

Additional information about Recruitment & Retention allowances is contained at Appendix A6.

11. Compensation proposals

It is proposed that existing manual graded employees be afforded an individually calculated compensation payment not exceeding a value determined using the following formula:

Best average value of comparative bonus for current manual grade comparator × 6 years reduced by 40% (in recognition of the following elements – 25% fee that would be deducted by a no win no fee solicitor, 10% for inflation prior to 2006/07 bonus payments, 5% voluntary nature of the compensatory payment).

Any payments will be pro rated to length of service and hours worked.

In addition compensation will be granted to existing workers whose pay rates have been frozen or 'held back' for a period of time. For example Heads of Kitchens who are one pay award in arrears of other staff. These staff will be afforded a compensation payment based on the loss of the pay award rate x 6 years reduced by 40% as outlined above. Any payments will be pro rated to length of service and hours worked.

This agreement includes provision to award Equal Pay compensation to employees with Equal Pay claims under the Equal Pay Act 1970 as amended, Article 141 of EU Treaty, the Equal Treatment Directive and all other domestic and EU provisions relating to equality of pay ("the Equal Pay Provisions"), and "Equal Pay Claims" shall mean any and all such claims as any employee has or might have under the Equal Pay Provisions and which the council and the relevant Trade Unions identify as being claims **which would have a reasonable prospect of success** before an Employment Tribunal, and which relate to the employment period prior to 31 March 2007, which is the effective date of implementation of the pay and grading review.

Employees who are not satisfied with the outcome of a claim for compensation can still pursue a claim through the Employment Tribunal where such a claim has not been compromised.

12. Protection arrangements

These protection arrangements will only apply to those staff affected by first time around GLPC job evaluation whose grade goes down. It is not applicable to redeployment situations.

The effective date for the application of any protection arrangements will apply in accordance with the timetable for the effective date of job evaluation regrade, as outlined above.

It is proposed that 1 year's protection will be given to employees whose grade goes down followed by frozen pay until the pay of the new grade catches up with the frozen pay level.

Pay protection = pay awards and incremental increases retained.

Frozen pay = pay frozen at a set level with no pay awards or incremental increases until such time as the pay of the new grade catches up to the frozen pay.

Protection/ freezing will apply to contractual pay entitlements that go down and will cover basic pay and any allowances that will cease to be paid as a result of this review. If allowances are still valid for payment then protection/ freezing will only apply to the basic pay since any allowances, if relevant, will still be paid.

In order to ensure that the pay protection arrangements do not perpetuate pay differences that are unsustainable in equal pay terms, pay protection will be limited and subject to review at the end of a three year period by HR and the unions and if it appears that protection has continued beyond the 3 years to any material extent, steps are taken to bring such continuing protection to an end.

13 Allowances proposals

The table in Appendix A4 shows the list of allowances, bonus payments etc. that the council currently provide.

The table identifies whether the allowances should be retained, reviewed or go.

Where the recommendation is to go this, in most cases, is on the assumption that the allowance is paid to staff on manual grades only and that it can be subsumed within the new pay grade following GLPC job evaluation.

Where a review is proposed these will be subject of review and further proposal to ensure they meet equal value principles. Proposed changes for overtime, shift pay, irregular hours, etc. are outlined in the table below.

Up to and incl. Scale 6	Current (summary)	Proposed
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Up to and incl. Scale 6	Current (summary)	Proposed
Contractual overtime above 36 hours per week	Mon – Sat = time and half (x1½) Sundays = double time (x2) Stat, Public holidays = double time (x2) plus compensatory day off	No change. Retain current rates for contractual overtime
Additional hours – Overtime above 36 hours per week	Mon – Sat = time and half (x1½) Sundays = double time (x2) Stat, Public holidays = double time (x2) plus compensatory day off	Mon – Sat = time and a third (x1.333) Sunday = time and half (x1½) Statutory, Public holidays = x1½ Plus compensatory day off
Saturday & Sunday working as part of normal working week	Saturday = x1½ Sunday – up to SCP11 = x2 Sunday – Scp 11 & above = x1½	Retain current levels. Considered same as contractual overtime.
Night work	8pm – 6am = time and third	No change. 8pm – 6am = time and a third (x1.333)
Shift pay – Total period covered is 11 hours or more	<u>Alternating shifts</u> 2 shifts between 11-14 HR s = 12½% of salary 2 shifts more than 14 HR s = 14% of salary <u>Rotating shifts</u> 3 shifts over 5/6 days = 17% of salary 3 shifts over 7 days = 20% of salary	Any shift pattern = 10% of salary Note – any loss of pay will invoke the protection arrangements.

Up to and incl. Scale 6	Current (summary)	Proposed
Irregular hours working – Qualifying period - A period 1½ hours before or after normal office hours	4 – 8 hours in excess of qualifying period per week = 7½% of salary 8 hours or more in excess of qualifying period per week = 10% of salary	No enhancement refer to night work, overtime and Saturday/ Sunday working rules. Note – any loss of pay will invoke the protection arrangements.
SO1 and above	Current	Proposed
Overtime	Planned overtime rates set (1/4/07) at SO1 – SO2 = £18.48 PO1 – PO3 = £19.80 PO4 – PO8 = £21.48	No change. Note - Uprated in line with national agreements. (These are not contractual unless specified in the contract)

Currently overtime calculations only include an element of London Weighting in the calculation. This stands at £105 per year for officers and £120 for manuals.

We propose to harmonise the London Weighting element to £120 for all and going forward we will increase this amount by the pay award percentage increase each year starting from April 2008.

14. Notice changes

To reduce the impact of late leavers notification which cause overpayments it is proposed that employees need to give notice to the end of the month after the month in which the employee resigned. For example, a leaver on 20 November needs to give notice until 31 December.

An earlier termination date can be agreed with Human Resources and the manager.

15. Annual leave

At present the council gives employees with 10 years local government service between 2-3 additional days annual leave depending on grade/work group.

Also under single status manual workers get less basic leave than other staff. Therefore to avoid equal value claims it is important to harmonise leave provisions.

The proposals for leave are as follows.

Leave entitlements are pro rata for part-time employees. Employees qualify for increases in annual leave following completion of X years of local government service and the leave will be applied the following April. See table below for full time entitlements.

No of years service	Old	New Agreed	Current No change	Old	New agreed	New agreed	New agreed
Grades (Spinal point)	1-4 Yrs	1-4 Yrs	5 Yrs	10 Yrs	6 Yrs	8 Yrs	10 Yrs
Scale 1-4 (1-21)	21	21	25	28	26	27	28
Scale 5 (22-25)	24	24	25	28	26	27	28
Scale 6 – SM5	26	26	26	29	27	28	29
Directors/Chef Exec	32	32	32	35	33	34	35
Manual Grades (Sp 1-11)	20	21	25	27	26	27	28
Craft Grades	21	21	26	28	26	27	28

NB. The above does not apply to specific groups of employees, e.g. residential social workers, nursery officers, youth workers.

In addition to annual leave entitlement the following is granted - All Public Holidays; plus two extra statutory days and two additional privilege days which will be fixed or added to the leave entitlement.

It is also proposed that all staff will be able to request to borrow up to 5 days leave from the next leave year subject to senior manager approval. Staff may only borrow leave for 2 consecutive years and then they will be barred from borrowing leave for the next 2 years.

Arrangements for carry over of annual leave will remain as at present with up to 5 days annual leave carry over subject to approval by the manager and exigencies of the service.

16. Long service awards

At present the Council gives employees with 25 years local government service a gift of up to £207 in value.

It is proposed to set the gift at a level of £210 for employees with 20 years Haringey service. This will be increased in line with the nationally agreed pay increase percentage.

17. Reimbursement of expenses

We propose to adopt a system of reimbursement of reasonable expenses via payroll for travel, meals or overnight stays in place of set allowances.

We propose that:

Employees necessarily incurring additional expense in the course of their work in respect of travel, meals or overnight accommodation will reimburse approved expenses, subject to appropriate evidence of expenditure being produced, in accordance with local arrangements.

This is in line with national 'Green Book' conditions.

Meal claims - It is only expected that expenditure will be reimbursed for meals that would not normally be taken by the employee. It would not be appropriate to reimburse meal expenses where the employee normally buys a meal. For example, if a sandwich and drink is normally bought at lunchtime by the individual and they need to travel to a different location and buy a sandwich and drink then reimbursement will be based on the difference in costs. Where the costs are incurred outside the borough the reimbursement of expenditure will be in full subject to the maximum reimbursement level of £8.00.

A receipt should be produced to validate the expenditure.

It is proposed that claims for meals expenditure will be subject to a maximum reimbursement level of £8, however, it is recognised that for some staff who travel abroad this cut off level may be inappropriate and therefore discretion is granted to the line manager to approve a greater level of reimbursement than £8.00 where they feel this is justified.

Travel and accommodation claims

For reimbursement of travel and accommodation expenses the parameters for levels of expenditure need to be discussed and agreed in advance with the manager.

18. Car Loans

It is proposed to cease the offer of car loans to staff that qualify for this arrangement.

The council do not have the expertise or systems to comply with requirements of the Consumer Credit Act in terms of giving early settlement advice and loans can be obtained from the high street at better interest rates than the council can give.

In circumstances where an individual is unable to obtain credit due to a poor credit rating, the Council will act as a guarantor with the Council approved bank.

19. Staff benefits

We will link with a provider in a partnership that will promote discounts on shopping, days out and holiday offers, in addition to promoting local business promotions and offers.

We have already introduced Child Care vouchers. We will also consider other staff benefits schemes. These will be via an appropriate provider/agency that can run and manage these schemes.

20. Package agreement

Following agreement between the employers' side and trade unions it is proposed that both groups will consult with staff on the package at the same time.

The trade unions will be seeking a vote from their members on the acceptance or rejection of the package. If a Yes vote is obtained the package arrangements will be incorporated into contracts of employment.

Proposed pay structures

Pay rates with effect from 1 April 2006

Current Main Grade structure			PROPOSED PAY STRUCTURE		
SCP			SCP		
4	GR1	£13,545	4		£13,545
5	GR2	£13,782	5		£13,782
6	GR3	£13,902	6	Sc1A	£13,902
7	GR4	£14,271	7		£14,271
8	GR5	£14,646	8	Sc1B	£14,646
9	GR6	£15,012	9		£15,012
10		£15,279	10		£15,279
11	SC2	£15,498	11	SC2	£15,498
12		£15,795	12		£15,795
13		£16,170	13		£16,170
14	SC3	£16,440	14	SC3	£16,440
15		£16,746	15		£16,746
16		£17,109	16		£17,109
17		£17,475	17		£17,475
18	SC4	£17,787	18	SC4	£17,787
19		£18,393	19		£18,393
20		£18,999	20		£18,999
21		£19,632	21		£19,632
22	SC5	£20,097	22	SC5	£20,097
23		£20,643	23		£20,643
24		£21,258	24		£21,258
25		£21,885	25		£21,885
26	SC6	£22,539	26	SC6	£22,539
27		£23,235	27		£23,235
28		£23,937	28		£23,937
29	SO1	£24,825	29	SO1	£24,825
30		£25,602	30		£25,602
31		£26,358	31		£26,358
32	SO2	£27,084	32	New PO1	£27,084
33		£27,834	33	old SO2	£27,834
34		£28,578	34		£28,578
35	PO2	£29,139	35	PO2	£29,139
36		£29,865	36		£29,865
37		£30,660	37		£30,660
38		£31,509	38		£31,509
39		£32,481	39		£32,481
40		£33,303	40		£33,303
41	PO4	£34,137	41	PO4	£34,137
42	PO4	£34,962	42		£34,962
43		£35,799	43	PO4	£35,799
44		£36,636	44		£36,636
45		£37,416	45		£37,416
46	PO6	£38,286	46	PO6	£38,286
47		£39,126	47		£39,126

Current Main Grade structure		
48		£39,963
49		£40,782
50		£41,685
51		£42,597
52		£43,527
53		£44,418
54	PO8	£45,609
55		£46,548
56		£47,469
57		£48,402
58		£49,374
59		£50,337
60		£51,294
61		£52,266

PROPOSED PAY STRUCTURE		
48		£39,963
49		£40,782
50		£41,685
51		£42,597
52		£43,527
53		£44,418
54	PO8	£45,609
55		£46,548
56		£47,469
57		£48,402
58		£49,374
59		£50,337
60		£51,294
61		£52,266

List of jobs to be job evaluated in line with the Collective agreement and identified in paragraph 4a – with an effective pay date of 1 April 2007

All former manual graded occupations - Plus

The following manual related and other equal pay risk assessed occupations as identified below

Job Family	Current Grade
Accommodation Officer	SO2
Assistant Site Manager	Sc4
Basketball Coach	YCSWR
BLT Assistant	Sc4
BLT Court Officer	SO2
BLT Officer	SC5 Sc6
BLT Officer Senior	SO1
BLT System Support Officer	SO1
Care Manager	ASW Sc6 SW3 SW3QU SW3UQ SWO
Centre Manager	SO2
Classroom Assistant	Sc3 Sc4 SC5 Sc6
Community Care Officer	Sc6
Creche Worker	Sc3
Customer Service Officer	SO1
Day Service Officer	SC5
Deputy Head of Centre	PO3
Deputy Manager	RH7
Detached Project Leader	YCSWR
Detached Team Leader	YCSWR
Education Welfare Officer	PO1
Family Centre Worker	RH5 SO2
Family Support Officer including Support Workers	SO2
Head Of Kitchen	Sc3
Home Care Manager	PO1
HR Support Officer	Sc6
Information Telephonist	SC5
Learning Mentor including Coordinator and Secondary	SC5 Sc6 SO1 SO2
Learning Support Assistant	Sc3 Sc4

Job Family	Current Grade
	SC5
Lettings Officer	SO2
Librarian	Sc6
Library Assistant	Sc3 Sc4
Library Counter Assistant including Saturday Assistants	Sc2 Sc3
Night Residential Social Worker	RH5
Nursery Nurse	Sc3 Sc4 SC5 Sc6 SO1
Nursery Officer	Sc6 SO1
Occupational Therapist	PO3C
Parks Patrol Officer	SO2
Playworker	Sc2 Sc3 Sc4 SC5
Positive Futures Train Youth Worker	YCSWR
PT Team Leader	RH5
Pupil & Family Advisor	SWC
Residential Crisis Worker	RH5
Residential Social Worker	RH5
Remand & Bail Officer	SW3UQ
Scheme Support Manager	SO1
Senior Community Support Worker	RH6
Senior Nursery Officer	DN7 PO1
Senior Playworker	Sc4
Senior Special Needs Assistant	SO1
Senior Teaching Assistant	Sc6
Senior Youth Support Worker	YCSWR
Sickle Cell Care Manager	SW3
SIO Attendance and Welfare	SW3
Site Manager including Acting, Peri, Relief and Residential	Sc3 Sc4 SC5 Sc6 SO1
Site Manager Cleaner	Sc4
Senior Library Assistant	Sc6
Social Services Officer	SW3 SW3UQ
Social Work Assistant	SW3UQ
Social Worker including Hospital, Mental Health and Approved	ASW MHSW RH5 SWC SWO

Job Family	Current Grade
Special Needs Assistant	Sc3 Sc4 SC5 Sc6
Special Needs Officer	SO1
Special Needs Welfare Assistant	Sc4 SC5 Sc6
Special Nursery Nurse	Sc6
Street Enforcement Officer	PO1
Supernumery BLT Officer Senior	SO1
Supernumery Reviewing Officer	PO5C
Support Worker	SW3UQ
Teaching Assistant including Learning Mentors	Sc3 Sc4 SC5 Sc6 SO1
Team Leader	PO1 RH5 SO1 YCSWR
Team Manager Community Support	RH7
Technical Assistant	Sc3
Trainee Social Worker	SO1 SW3 SWO
Unqualified Social Worker	SW3UQ
Welfare Assistant	Sc3 Sc4 SC5 SO1
Welfare Officer	Sc2
Youth Support Worker	YCSWR
Youth Worker	YCSWR
Trainee Youth Worker	YCSWR

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Haringey Price Tag proposal**GLPC Price tag****GLPC pts distribution**

Grade	Min Pts	Max Pts	Diff
Sc1a	180	217	
Sc1b	218	257	40
Sc1c	258	298	41
Sc2	299	338	40
Sc3	339	379	41
Sc4	380	419	40
Sc5	420	461	42
Sc6	462	496	35
SO1	497	533	37
SO2	534	558	25
PO1	559	585	27
PO2	586	610	25
PO3	611	637	27
PO4	638	662	25
PO5	663	689	27
PO6	690	714	25
PO7	715	799	85
PO8	800	1000	201

Above replaced by jointly developed price tag below

Grade	Min Pts	Max Pts	Diff
Sc1a	180	287	
Sc1b	288	325	38
Sc2	326	351	26
Sc3	352	387	36
Sc4	388	425	38
Sc5	426	470	45
Sc6	471	495	25
SO1	496	533	38
SO2	533	533	0
PO1	534	570	37
PO2	571	590	20
PO3	591	610	20
PO4	611	635	25
PO5	636	655	20
PO6	656	675	20
PO7	676	695	20
PO8	696	1000	

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Allowances, Bonus and Additional payments

Schedule listing different payment types and whether proposal is for it to change, go or be retained.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Low Pay Supplement Cook Total	£717	10	£72	GO	
ALLOW - Low Pay Supplement Eesct Total	£5,133	77	£67	GO	
ALLOW - Low Pay Supplement GKA Total	£10,042	181	£55	GO	
ALLOW - Low Pay Supplement GR1 Total	£12,171	256	£48	GO	
ALLOW - Low Pay Supplement HCare Total	£3,523	73	£48	GO	
ALLOW - Low Pay Supplement Op11 Total	£4	2	£2	GO	
ALLOW - Low Pay Supplement Op12 Total	£11	1	£11	GO	
ALLOW - Low Pay Supplement Op13 Total	£70	4	£18	GO	
ALLOW - Low Pay Supplement Op14 Total	£560	107	£5	GO	
ALLOW - Low Pay Supplement Op15 Total	£409	92	£4	GO	
ALLOW - Low Pay Supplement Op16 Total	£28	69	£0	GO	
ALLOW - Low Pay Supplement Sesct Total	£637	9	£71	GO	
ALLOW - Low Pay Supplement SLcIn Total	£842	11	£77	GO	
ALLOW - Low Pay Supplement SLgr3 Total	£492	20	£25	GO	
ALLOW - Low Pay Supplement smsa Total	£12,024	428	£28	GO	
ALLOW - Low Pay Supplement SS/AC Total	£4,794	56	£86	GO	
ALLOW - Low Pay Supplement ssma Total	£1,720	89	£19	GO	
ALLOW - Low Pay Supplement vsmsa Total	£1,530	24	£64	GO	
ALLOW - Low Pay Supplement vssma Total	£99	2	£50	GO	
ALLOW - Low Pay Supplement Total	£7,540	161	£47	GO	
ALLOW - Potters Bar Allow Total	£35,972	34	£1,058	GO	No longer relevant. Staff transferred under TUPE arrangements
ALLOW - Regist. All(+1.5) Total	£1,674	2	£837	GO	No longer relevant. Removed when staff moved onto officer scales
ALLOW - Regist. All(+2) Total	£1,026	2	£513	GO	No longer relevant. Removed when staff moved onto officer scales

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - SCP Laundry Allow Total	£299	18	£17	GO	School crossing patrol staff 18 x Gr2 both men & women
ALLOW - SMSA Add Duty Total	£32,489	56	£580	GO	50 x Gr2 women and 3 x Gr2 man, plus 2 x Gr5 women
ALLOW - Split Duty Total	£4,988	99	£50	GO	53 x women and 15 x men Gr1 and Gr5
BONUS - Annual Bonus Total	£9,699	472	£21	GO	one off annual payment for low paid
BONUS - Attendance Bonus Total	£30,667	67	£458	GO	Parks staff attendance bonus payment
BONUS - Leisure Bonus Total	£16,175	23	£703	GO	22 x Leisure Attendants Gr3 or Gr6 mostly men
BONUS - Library Bonus Total	£4,607	4	£1,152	GO	4 x Gr3 Caretakers in Libraries men
BONUS - London Excess Total	£10,261	1339	£8	GO	1p per hour low pay adjustment for Gr 1 - 6 staff
BONUS - Minor Main Bonus Total	£4,153	6	£692	GO	5 x Gr5 men, school caretakers
BONUS - Porters Bonus Total	£18,939	17	£1,114	GO	16 men Gr3 & Gr5, 1 Sc5 woman
BONUS - Transport Bonus Total	£55,742	25	£2,230	GO	23 x Gr5 men, 2 Gr5 women - Drivers
ALLOW - Porters Allowance Total	£231	3	£77	GO	3 x Gr3 men
BONUS - Pks Prd Bon GR1 Total	£3,301	2	£1,651	GO	Gardeners
BONUS - Pks Prd Bon GR2 Total	£8,414	4	£2,103	GO	Gardeners
BONUS - Pks Prd Bon GR3 Total	£41,320	19	£2,175	GO	Gardeners
BONUS - Pks Prd Bon GR4 Total	£5,007	3	£1,669	GO	Gardeners
BONUS - Pks Prd Bon GR5 Total	£10,089	4	£2,522	GO	Gardeners
BONUS - Pks Prd Bon GR5+1 Total	£5,405	2	£2,703	GO	Gardeners
BONUS - Pks Prd Bon GR5+2 Total	£42,006	15	£2,800	GO	Gardeners
BONUS - Pks Prd Bon GR6+3 Total	£6,177	2	£3,089	GO	Gardeners
BONUS - Bonus Total	£82,269	35	£2,351	GO	4 male sewer ops Gr5, 10 male parking staff Gr3, 8 men & 1 woman Gardeners various Gr 2 - 5, 6 male mobile cleaners Gr3-5
BONUS - Bonus Adjustment Total	£1,738	5	£348	GO	5 x Cleaners/ Caretakers in schools
BONUS - Bonus Arrears Total	£1,916	13	£147	GO	
BONUS - CABS Total	£2,688	1	£2,688	GO	School caretakers claims
OTHER - Retainer cash Total	£10,582	86	£123	GO	casual staff
OTHER - School Meals Payments	£539,663	1230	£439	RETAIN	Retain – but proper criteria to be applied to those that can qualify for payment. 650 SMSA's, 200 Nursery Nurses, 80 Welfare Asst, 160 Teaching Asst, 30 Learning Mentors, 110 others

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Non Resident. Allw Total	£356	2	£178	RETAIN	2 x Gr5 men
ALLOW - SCP Pen Allow Total	£390	3	£130	RETAIN	Pensions allowance to make up for difference transferring from Met Police. 3 School Crossing Patrol staff Gr2 men – moving to Sc1b
BASIC - Reg. Unsocial Total	£4,125	14	£294	RETAIN	Contractual unsocial hours payment to home care staff
BONUS - Catering U/staff. Total	£13,137	183	£72	REVIEW	Claim payment for staff covering others. Needs to be revised. No justification compared to other staff in the council. Will be replaced by alternative bonus/ productivity arrangements and overtime.
BONUS - Cleaning U/staff. Total	£116,560	133	£876	REVIEW	Claim payment for staff covering others. Needs to be revised. No justification compared to other staff in the council. Will be replaced by alternative bonus/ productivity arrangements and overtime.
BONUS - Performance Bonus Total	£62,613	53	£1,181	REVIEW	Justified bonus payment based on quantifiable performance information. Gardeners Gr3 - 6, 90% men Needs to be revised to take account of differentials in pay following regrade but loss of productivity bonus. This scheme is judged capable of being extended to other occupational groups, such as <u>catering staff in the preparation of schools meals</u>. A commitment is given to exploring this.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BONUS - Understaffing Total	£16,384	70	£234	RETAIN	Claim payment for SMSA, staff covering other absent employees. Needs to be revised. Justification for retention on basis of additional responsibility for looking after extra children. Therefore similar in principle to acting up or honoraria payment for additional duties.
ALLOW - Baby Sitting Allow Total	£1,382	6	£230	RETAIN	Claim payment for staff attending evening meetings
ALLOW - Clothing Allowance Total	£5,994	82	£73	GO	This will be absorbed by regrade increase. One off annual payment to Enforcement staff in Environment, Homecare staff, and Porters
ALLOW - Dog Food Allow Total	£2,853	4	£713	REVIEW	Merge dog food and exercise allowance into one payment to be determined by service based on current rates. 4 x Sc6 men get this for feeding dogs in Parks service
ALLOW - Exercise Allow Total	£4,463	4	£1,116	REVIEW	Merge dog food and exercise allowance into one payment to be determined by service based on current rates. 4 x Sc6 men get this for walking dogs in Parks service
ALLOW - Medical Allowance Total	£399	3	£133	RETAIN	Payable to schools staff. 1 x Gr1, 1 x Sc3, 1 x Sc4 all women.
ALLOW - Shift Pay S&L Total	£10,884	19	£573	REVIEW	8% allowance on basic pay. Men & women grades Gr3 and Gr6 in Leisure centres get this. Proposal is to get 10%
ALLOW - Shift Pay Total	£19,174	30	£639	REVIEW	Men & women various grades Gr 2 – 5. Porters, Care Asst's, Caretakers get this. Proposal is 10%
ALLOW - Site.Man.Swim.Pool Total	£5,205	3	£1,735	RETAIN	2 x Sc5 and 1 x Sc6 all men in Schools - Site Managers get this for maintenance of swimming pools. Formula based allowance. Justified.
BASIC - B/Hol Enhancement Total	£74,701	374	£200	RETAIN	

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BASIC - Hsg Trans. Pay Total	£22,949	30	£765	REVIEW	Homes for Haringey staff only. Not relevant. Estate Services Officers - 26 x Gr3 Men, 3 x Gr3 women, 1x Sc6 man
BASIC - London Weighting Prks Total	£6,804	3	£2,268	RETAIN	Engineers London Weighting rate. Play Fitters in Parks.
BASIC - Reg. Night Enh. Total	£119,807	33	£3,631	RETAIN	90% manual grades - 18 x Gr4 Night Care Asst all women, 10 x Night Res RH5 women
BASIC - Reg. Saturday Enh Total	£243,277	288	£845	RETAIN	100 x Libraries staff mostly Sc 3-6, 12 x Parking Attendants, 120 x Care Assts/ Home Care Gr 3-6
BASIC - Reg. Sunday Enh man Total	£235,607	143	£1,648	RETAIN	Man Gr 1- 6 22 men, 121 women - homecare, mobile cleaners, night care staff
BASIC - Reg. Sunday Enh off Total	£13,588	14	£971	RETAIN	
BASIC - Saturday Enh Total	£72,512	151	£480	RETAIN	Leisure attendants, cleaners, emergency response officers, support workers
BASIC - Sun/BH Enh RHOP Total	£57,574	104	£554	RETAIN	
BASIC - Sunday Enh Man Total	£38,507	70	£550	RETAIN	
BASIC - Sunday Enh Off Total	£21,614	32	£675	RETAIN	
OTHER - Long Service Award Total	£10,446	54	£193	REVIEW	Proposal to give £210 after 20 years Haringey Service. Improvement to existing arrangement.
OVERTIME - Addit. Hours x 1 (TN) Total	£1,062,764	1019	£1,043	RETAIN	Additional hours payment to part timers working extra hours. Not pensionable
OVERTIME - Addit. Hours x 1 (TNP) Total	£106,523	559	£191	RETAIN	Additional hours payment to part timers working extra hours. Pensionable
OVERTIME - Call Out @ 1 Total	£4,175	5	£835	RETAIN	Call out payment for Parks staff. Plain time rate.
OVERTIME - Call Out @ 1.5 Total	£56,886	33	£1,723	RETAIN	Call out payment for Emergency response team and duty staff in residential homes within Adults service
OVERTIME - Call Out @ 2 Total	£2,431	6	£405	RETAIN	Call out payment for Emergency response team in Adults service and Porter, Wood Green
OVERTIME - Call Out @ Plan Total	£70,364	28	£2,513	RETAIN	
OVERTIME - O/T Lower Rate @ 1 Total	£34,950	39	£896	RETAIN	Site managers in schools get fixed overtime rates for doing specific additional duties (but not the full job). This will be kept the same.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
OVERTIME - O/T Lower Rate@1.5 Total	£5,790	13	£445	RETAIN	Site managers in schools get fixed overtime rates for doing specific additional duties (but not the full job). This will be kept the same.
OVERTIME - Overtime @ 1.5 Total	£556,693	461	£1,207	REVIEW	Change rate to Time & third (1.33) as per proposal
OVERTIME - Overtime @ 2 (T/S) Total	£1,686	5	£337	REVIEW	Change rate to Time & half (1.5) as per proposal
OVERTIME - Overtime @ 2 Total	£140,047	461	£303	REVIEW	Change rate to Time & half (1.5) as per proposal
OVERTIME - Overtime @1.5(T/S) Total	£9,594	10	£959	REVIEW	Change rate to Time & third (1.33) as per proposal
OVERTIME - Parking Addit. HR s. Total	£14,136	15	£942	RETAIN	Plain time rate for Parking staff. Gr3 and Gr5 14 men, 1 woman
OVERTIME - Parks Flat Rate O/T Total	£35,391	30	£1,180	GO	Parks staff contractual overtime rate (£9.25 per hour) This will be replaced by the appropriate overtime rates.
OVERTIME - Planned Overtime Total	£352,270	378	£932	REVIEW	Overtime rates given to officers graded SO1 and above. Proposal is to pay plain time rate instead of set rates up to grade PO4.
OVERTIME - Reg Overtime @ 1.0 Total	£16,430	14	£1,174	RETAIN	Contractual overtime
OVERTIME - Reg Overtime @ 1.5 Total	£199,642	132	£1,512	RETAIN	Contractual overtime 25 x Drivers, 50 x Site Mgrs Schools, 27 Parking Attendants, 14 Porters
OVERTIME - Reg Planned O/T Total	£12,083	6	£2,014	RETAIN	Contractual overtime rates for officers graded SO1 and above. SO1 - PO5 7 men, 8 women
OVERTIME - Sleeping in CSS Total	£15,221	13	£1,171	GO	Will be replaced with standard sleeping in duty payment.
OVERTIME - Sleeping In Duty Total	£44,124	45	£981	RETAIN	
OVERTIME - Stand-By Duty Total	£25,899	42	£617	RETAIN	
OVERTIME - Stand-By Duty@Plan Total	£98,282	39	£2,520	RETAIN	Stand-by duty overtime for officers graded SO1 and above
OVERTIME - Unsocial Hours (T) Total	£3,941	39	£101	RETAIN	
OVERTIME - Unsocial HR s (T/S) Total	£4,123	42	£98	RETAIN	
ALLOW - Haringey Factor Total	£1,900	7	£271	REVIEW	Bring in line with Recruitment & Retention payment principles. Recruitment and retention payment to certain Social Workers

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Pager Deputy Allow Total	£5,759	8	£720	RETAIN	Justified payment for call out purposes.
ALLOW - Pager Holder Allow Total	£16,863	10	£1,686	RETAIN	Justified payment for call out purposes.
ALLOW - Reg. Sleep In Total	£4,311	7	£616	RETAIN	
OTHER - Staff Subsistence Total	£96	1	£96	RETAIN	
OVERTIME - Waking Night Total	£18,460	49	£377	RETAIN	
ALLOW - Bikers Payment Total	£247	1	£247	RETAIN	
ALLOW - Cycle Allowance Total	£2,129	9	£237	RETAIN	
ALLOW - Disturbance Allow Total	£2,722	14	£194	RETAIN	
ALLOW - Driving Licence Total	£1,000	2	£500	RETAIN	
ALLOW - First Aid Total	£37,502	271	£138	RETAIN	
BASIC - Acting Up Total	£22,595	108	£209	RETAIN	
BASIC - Addit Percentage Total	£383,798	220	£1,745	RETAIN	Typically this is for Irregular hours payment. Most staff in Sc3 - 6 pay grades
OTHER - Eye Test Total	£6,798	267	£25	RETAIN	
OTHER - Simply Health Sub Total	£4,014	96	£42	RETAIN	subsidy to staff on simply health scheme
BASIC - Addit Basic % Total	£19,441	10	£1,944	RETAIN	Bring in line with Recruitment & Retention payment principles. Mostly IT staff get this as Retention allowance
ALLOW - HGV Licence Total	£162	1	£162	RETAIN	
ALLOW - Lab Tech Adv Cert Hgy Total	£303	1	£303	RETAIN	
ALLOW - Lab Tech Cert Hgy Total	£1,146	7	£164	RETAIN	
ALLOW - Language Payment Total	£22,437	155	£145	RETAIN	
ALLOW - Management Allow 1 Total	£843	1	£843	RETAIN	Teachers
ALLOW - Management Allow 3 Total	£2,895	1	£2,895	RETAIN	Teachers
ALLOW - Rec & Retention Total	£4,118	1	£4,118	RETAIN	Teachers
ALLOW - Special Needs 2 Tch Total	£3,714	1	£3,714	RETAIN	Teachers
ALLOW - Telephone Allow Total	£20,921	132	£158	RETAIN	
BASIC - Abs Adjust. (TN) Total	-£1,349	2	-£674	RETAIN	
BASIC - Abs Adjust. (TNP) Total	-£7,381	44	-£168	RETAIN	
BASIC - APT Allowance Total	£1,030	2	£515	RETAIN	2 Pathology Technicians
BASIC - Basic Hours (Sat) Total	£69,091	261	£265	RETAIN	
BASIC - Basic Hours (Sun) man Total	£79,578	169	£471	RETAIN	
BASIC - Basic Hours (Sun) off Total	£11,636	38	£306	RETAIN	
BASIC - Basic Hours Total	£431,519	715	£604	RETAIN	
BASIC - Jury Service Total	-£31,892	44	-£725	RETAIN	
BASIC - London Weighting Adv Total	£38,524	29	£1,328	RETAIN	Advice Bureau staff conditions

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BASIC - London Weighting Chof Total	£146,658	97	£1,512	RETAIN	Chief Officers conditions
BASIC - London Weighting ILO Total	£19,730	8	£2,466	RETAIN	North London Waste conditions
BASIC - London Weighting Soul Total	£117,036	54	£2,167	RETAIN	Soulbury staff conditions
BASIC - London Weighting Yth Total	£46,459	63	£737	RETAIN	Youth worker conditions
BASIC - Nights (Mon-Fri) Total	£60,978	25	£2,439	RETAIN	10 x Night Residential Workers mostly women, and 14 x Home Care Asst Gr4 mostly women. Time and third payments
BASIC - Nights (Saturday) Total	£2,106	7	£301	RETAIN	6 x Night Care Asst Gr4 women.
BASIC - Nights (Sunday) Total	£2,877	6	£479	RETAIN	6 x Night Care Asst Gr4 women.
BASIC - Payable OMP Total	£308,100	122	£2,525	RETAIN	Maternity pay
BASIC - Payable OSP Total	£3,994,872	4839	£826	RETAIN	Sick pay
BASIC - Protected Allow Total	£4,201	2	£2,100	RETAIN	
BASIC - Sessional Hours Total	£3,673	2	£1,836	RETAIN	
BASIC - SMP amount Total	£359,044	131	£2,741	RETAIN	
BASIC - SSP Amount Total	£557,247	2299	£242	RETAIN	
BASIC - Strike Action Total	-£55	9	-£6	RETAIN	
OTHER - A/L In Excess Total	-£462	1	-£462	RETAIN	
OTHER - Adj To Pay (NT) Total	£3,875	22	£176	RETAIN	
OTHER - Adj To Pay (TN) Total	£49,050	97	£506	RETAIN	
OTHER - Adj To Pay (TNP) Total	£235,380	409	£576	RETAIN	
OTHER - Canvass Expenses Total	£5,958	64	£93	RETAIN	Election duties
OTHER - Canvass Fee Total	£43,129	69	£625	RETAIN	Election duties
OTHER - Car allowance	£412,407	511	£807	RETAIN	
OTHER - Car Lump Sum Adj	£1,496	19	£79	RETAIN	
OTHER - Car Mileage Casual (NT)	£54,983	142	£387	RETAIN	
OTHER - Car Mileage Essential (NT)	£134,507	304	£442	RETAIN	
OTHER - Car Mileage Essential (T)	£255	2	£127	RETAIN	
OTHER - Conference Subs. Total	£752	3	£251	RETAIN	
OTHER - Conference Travel Total	£1,135	6	£189	RETAIN	
OTHER - Creche Payment B cash Total	£18,717	12	£1,560	RETAIN	Claim payment - Staff who work in Creche on casual basis
OTHER - Ext. Course - Subs Total	£31	2	£16	RETAIN	
OTHER - Ext.Course -Travel Total	£151	2	£75	RETAIN	
OTHER - Gen.Teach. Council Total	£102	2	£51	RETAIN	Teachers
OTHER - Honorarium Total	£525,825	317	£1,659	RETAIN	
OTHER - Lens Prescription Total	£9,785	163	£60	RETAIN	
OTHER - Occ Plus Rates Total	£1,454	22	£66	RETAIN	claim payment temporary staff
OTHER - Outstanding A/L(T) Total	£5,883	8	£735	RETAIN	

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
OTHER - PET - Travel Total	£134	6	£22	RETAIN	Post entry training
OTHER - Sessional Cash TN Total	£24,746	45	£550	RETAIN	casual staff
OTHER - Sessional Cash TNP Total	£25,488	31	£822	RETAIN	casual staff
OTHER - Telephone Allow Total	£152	4	£38	RETAIN	
OTHER - Travel Exp. TN Total	£2,160	3	£720	RETAIN	
OTHER - Travel Exp. (EEE) Total	£23,553	135	£174	RETAIN	
OTHER - Varifocal Lens Total	£8,288	78	£106	RETAIN	
OTHER - VAT Total	£584	17	£34	RETAIN	
RETAINERS – Officer staff on 40 week term time contracts including SMSA, Catering and School Crossing Patrol staff				RETAIN	Justification for retention of Retainer payments outlined in Appendix G below.

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RANGE GRADES

Range grades are where a post spans more than one grade. A range grade should cover no more than three grades. Range grades will not be restricted in their application, so in theory can apply to any range of grades within the pay structure.

Range grades are deemed suitable where:

- There is scope to gain additional skills and knowledge which can be actively applied in a higher grade in the workplace.
- Where the nature of the post means there is a high variation in the skill level of applicants and the grade has to be tailored to accommodate this.
- The nature of the work means that there will be scope to do work at a higher level in the near future.
- The post provides a programme of learning and development where skills can be actively applied in a higher grade in the workplace.

For example there may be a lack of skilled workers in a specific trade, therefore a manager may wish to recruit trainees who can move through range grades in accordance with the increase in their level of skill.

If the post does not meet the suitability criteria the application of a range grade is unjustified and may be in breach of the Equal Pay Act.

The job description for a range grade post must show the skills/ competencies required at each grade level and the individual should be placed in the grade commensurate with their skills/ competencies and experience.

Employees on range grades will not automatically be placed permanently into a higher grade. If they are at the maximum salary of their current grade they will remain there until the conditions below are met, they will then progress into the next grade.

- They have met the requirements of the higher grade
- There must be scope for the individual to work permanently at a higher grade. Where a permanent posting at the higher grade is not feasible e.g. there is already sufficient staff to cover the majority of higher level work, managers should look at paying an appropriate amount for the periods the individual is working to a higher grade through honoraria.
- Their appraisal shows all targets have been met and achieved in a competent and professional manner
For example:
 - Gaining a recognised professional qualification at a specific level
 - Gaining specific skills/ competences and applying them in the workplace.

Progression from one grade to the next may be achieved by one of the following methods:

1. On appointment the skill/experience the individual will bring to the role justifies an above minimum point.
2. Application by the individual or manager following appraisal.

It is anticipated that the employee and manager will have a discussion during the annual appraisal review about the likelihood of a successful application to go to the higher the grade level.

A successful application is likely to exhibit the following:

- An appraisal with all targets met and achieved in a competent and professional manner.
- A supporting statement/portfolio of work from the individual outlining their key achievements and reasons why they feel they should be on the higher grade.
- A supporting statement from the line manager making reference to the capability of the employee and a business case for the individual being upgraded.

Evidence should be given to the Service Level/ Business Unit Manager who must approve progression onto the next grade.

If an individual is not recommended for progression to the next grade by their manager they have the right request a review by HR.

Reviewing range grades

There is no guarantee that when placed on a range grade the employee will remain on a range grade. The use of range grades will be subject to periodical review by the service (no greater than 3 years). As part of the review managers must consider whether there is a business need to retain the range grade and produce a statement either supporting the retention or removal of the range grade. In addition an equality impact assessment must be conducted to ensure that the range grades do not present any gender bias within the structure to ensure they meet equal pay requirements. Any changes must be communicated to the employees affected and also to HR.

Range grades will be necessary under certain circumstances e.g. where there is a lack of skilled workers and a range grade is used whilst the individual is training. The skills base in the population may change over time or there could be a reduction in workload and no scope for work at a higher level. Under these circumstances a range grade would no longer be appropriate.

RECRUITMENT AND RETENTION ALLOWANCE

Haringey 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 employees.

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.

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 allowance 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.

If the post does not meet the suitability criteria the attraction of a recruitment and retention allowance is unjustified and may be in breach of the Equal Pay Act.

Range grades are not eligible for recruitment and retention allowances.

Before making a case for a recruitment / retention allowance the manager should ensure that the job has been evaluated at the correct grade by reviewing the job description.

On recruitment managers must make a business case stating the reason for the recruitment allowance. The decision as to whether a recruitment allowance is justified is taken by Head of HR in consultation with Director of the Service and Executive Member. A delegated authority form will need to be completed.

If the allowance is for a member of staff already in post (retention allowance; for example many staff in the team have left as other employers are paying more for the same post) the manager should follow the process above.

Employment trends change and a recruitment / retention allowance for a post will not be justified indefinitely. As such where a recruitment/ retention allowance is given the employee's contract must state that the post attracts the allowance for a fixed period (no greater than 3 years), that there is no automatic extension and that any extension is subject to a review.

At the end of the fixed period the manager must again make a business case following the original procedure for approval.

Recruitment and retention allowances will be paid as increments.

Recruitment and retention increments will be pensionable, subject to tax and N.I deductions and will be taken into consideration for calculating sick leave.

Recruitment and retention increments will not attract any plus rates e.g. overtime, weekend enhancements, etc.

Retainer payments

Outlined below is a table of the proposed payment arrangements for Retainer payments including a justification for such a payment.

Retainer justification - A retainer allowance provides for the fact that the job may require staff to attend work during closure periods, the requirement to take their holidays in fixed periods and the inability to benefit from arrangements such as flexi time and TOIL when taking part in additional activities and working over and above their hours.

Grade Group	Description	Number of Years Service				
		1 to 4 Yrs	5 yrs	6 yrs	8 yrs	10 yrs
Sc1-4	Weeks Worked	40	40	40	40	40
	Holidays	4.2	5	5.2	5.4	5.6
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	46.6	47.4	47.6	47.8	48
	retainer 33% on remaining weeks	1.8	1.5	1.5	1.4	1.3
	Totals Including retainer	48.4	48.9	49.1	49.2	49.3
Sc5	Weeks Worked	40	40	40	40	40
	Holidays	4.8	5	5.2	5.4	5.6
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	47.2	47.4	47.6	47.8	48
	retain 33% on remaining weeks	1.6	1.5	1.5	1.4	1.3
	Totals Including retainer	48.8	48.9	49.1	49.2	49.3
Sc6	Weeks Worked	40	40	40	40	40
	Holidays	5.2	5.2	5.4	5.6	5.8
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	47.6	47.6	47.8	48	48.2
	retainer 33% on remaining weeks	1.5	1.5	1.4	1.3	1.3
	Totals Including retainer	49.1	49.1	49.2	49.3	49.5

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Reward Principles

Overall Reward Principles

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

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

Senior Management Reward Principles

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

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

2. Pay reviews

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

3. Pay on appointment

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

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

4. Pay review dates

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

Report for: Staffing and Remuneration Committee

Item number: 11

Title: Purchasing Additional Annual Leave Policy
Report authorised by: Jacquie McGeachie – Assistant Director, Human Resources

Lead Officer: Julie Amory, HR Policy Manager, Human Resources

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 This reports presents a new policy and procedure aimed at implementing a scheme to allow employees to purchase additional annual leave.

2. Cabinet Member Introduction

Not required for the Staffing & Remuneration Committee

3. Recommendations

- 3.1. That the Committee approves the draft Purchasing Additional Annual Leave Policy and Procedure, attached at Appendix A, to take effect from 1st April 2016.
- 3.2. That the Committee agrees to amend the Leave and Time Off Policy by deleting paragraph 8.5 with effect from 1st April 2016, the amended Policy being at Appendix B, to reflect the new Purchasing Additional Annual Leave Policy and Procedure.
- 3.3. That the Committee authorises the Assistant Director of Human Resources in consultation with the Chair of the Committee to make such amendments to the Purchasing Additional Annual Leave Policy and Procedure as she considers minor, any such amendments to be reported back to the meeting of the Committee immediately following the making of the amendments.

4. Reason for decision

- 4.1. Following the Value for Money Dragon's Den initiative in April 2015 aimed at identifying efficiency savings the winning scheme selected by the panel proposed allowing employees to purchase additional annual leave.
- 4.2. Evidence shows that employees who take regular approved holidays from work are less likely to suffer from stress as they are able to rest and re-energised. This can have a positive impact on their performance at work and assists in reducing accidents at work caused by fatigue.
- 4.3. The ability to increase annual leave by purchasing additional days also chimes with the Council's Corporate Plan Priority 2 commitment to enable all adults to live healthy, long and fulfilling lives as it will facilitate work-life balance.

- 4.4. Implementing the scheme will also support the Council's commitment to provide a flexible working environment that protects the health and well-being of its employees by providing tools to balance their work and home life.

5. **Alternative options considered**

The option to implement the scheme via an externally managed provider operating a salary sacrifice scheme was not chosen due to the current budget constraints. It was therefore decided to implement a scheme similar to that which is operated by other London Boroughs who allow employees to purchase annual leave.

6. **Background information**

- 6.1. The proposed Purchasing of Additional Annual Leave Policy and Procedure is designed to create a clear framework that allows staff to voluntarily increase their annual leave allowance. In addition to benefitting employees by providing increased flexible working practices, the scheme also benefits the Council through the anticipated financial savings.
- 6.2. Implementing this policy will provide managers with an extra tool when having conversations with their teams about improving their well-being by taking regular holidays.
- 6.3. This policy does not remove the ability of an employee to request emergency leave, for example where a relative is terminally ill or there has been a bereavement of a close family relative as the Compassionate Leave provision (section 8.2 of Leave and Time Off Policy) is not affected by this proposal.
- 6.4. The Purchasing Additional Annual Leave policy does not remove an employee's entitlement to request unpaid leave. The difference between unpaid leave and purchased additional leave is that although both are ways of accessing additional time off when needed, purchased additional leave provides the opportunity to plan and have a choice over when the extra time off is taken compared to unpaid leave which is generally more for unforeseeable events.
- 6.5. There are no proposals to allow employees to sell leave and this policy explicitly states that this is not allowed under the scheme. The decision to not allow the sale of annual leave was taken as it would not be a cost saving initiative as it would lead to the Council paying an increase in National Insurance Contributions. Furthermore, to allow employees to sell annual leave would require new systems to ensure that employees do not go below their minimum statutory leave entitlements; a matter that is further complicated as employees across the Council have different entitlements based on length of service.
- 6.6. It is proposed that the scheme is monitored during the first 12 months after the initial implementation date to consider the operational effectiveness, identify any trends and concerns from any rejected applications. Analysis would consider, as far as is practicable, the grade, location and demographic data of applicants.
- 6.7. Consultation has taken place with the Trade Unions, Pensions and Payroll throughout the development of this policy and procedure. Consultation took place on 18th November 2015 where the Trade Unions were presented with the initial concept and asked for feedback. On the 14 December 2016 a discussion with HR SSC/Payroll was held to ensure a viable system and process could be developed to manage the new policy. Formal consultation with the Trade Unions was held on 27 January 2016. The

draft policy and procedure were discussed at the HR/Trade Union meeting on the 17 February with no further comments received from the Trade Unions.

- 6.8. At the initial concept meeting, the trade unions raised a concern that the implementation of the policy and procedure could lead to only higher graded employees being able to take advantage of the scheme, as lower graded employees could not afford the impact on their salary. This was considered and addressed within the draft policy by allowing employees to elect to repay the cost in six monthly payments.
- 6.9. Subject to this Committee's approval, it is anticipated that the scheme will be implemented from 1 April 2016 for use in the 2016 annual leave year. Employees will be notified of the new policy via internal communications including a notice on the intranet and an article in the newsletter to capture employees that do not have access.
- 6.10. It is possible that the operation of the scheme will bring up unanticipated issues which require minor amendments to be made to it. It would be desirable if such amendments could be made expeditiously. Recommendation 3.3 provides a mechanism for making minor amendments to the scheme without these amendments having first to be brought back to the Committee for approval, through the Committee authorising the Assistant Director of Human Resources in consultation with the Chair of the Committee to make the necessary amendments. The recommendation also requires any such amendments to be reported to the next meeting of the Committee.
- 6.11. The scheme replaces paragraph 8.5 of the Council's current Leave and Time Off Policy which reads:
- 8.5 Other Special Circumstances – Up to 5 days (pro-rata)
In respect of special circumstances not covered by the above, Directors have discretion to grant up to five working days additional paid leave (pro-rata for part timers) in any period of twelve months.
- 6.12. The new paragraph 8.5 that incorporates the proposed entitlement to purchase additional annual leave reads:
- 8.5 Purchasing additional annual leave – Up to 5 days (pro-rata)
- 8.5.1 The Council operates a scheme that allows employees to purchase additional annual leave. Details of the scheme including how to apply with information on the impacts on your pay are contained in the Purchasing Additional Annual Leave Policy and Procedure available on the intranet.
- 8.5.2 The Purchasing Additional Annual Leave Policy does not remove an employee's entitlement to request unpaid leave under section 8.6 below.
- 8.5.3 The difference between unpaid leave and purchased additional leave is that although both are ways of accessing additional time off when needed, purchased additional leave provides the opportunity to plan and have a choice over when the extra time off is taken compared to unpaid leave which is generally more for unforeseeable events.
- 6.13. Accordingly, recommendation 3.2 asks the Committee to amend the Leave and Time Off Policy by deleting paragraph 8.5.
- 6.14. A future review of the Leave and Time Off policy will take place with the intention of ensuring that the policy is consistent with current legislation and case law. At this point the Purchasing Additional Annual Leave policy will be integrated into a revised Leave

and Time Off policy to create a comprehensive document that allows staff to understand what leave entitlements are available.

7. Contribution to strategic outcomes

- 7.1. Implementing the scheme will contribute to the Council's priority to achieve Value for Money by integrating a value for money culture in everything that we do. Although it is recognised that the financial savings will depend on the number of employees who elect to purchase additional annual leave and is therefore likely to be modest implementing the scheme at a time of budgetary constraints is a positive step.

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

- 8.1. Legal Services have been involved in the drafting of the Policy and Procedure. It complies with all relevant legal requirements.

Chief Finance Officer Comments

- 8.2 The proposal should be broadly cost neutral to the Council. Whilst there is some additional administrative work required in SSC-HR in updating employee records for agreed applications this is not expected to be onerous. The financial saving to the Council is not expected to be significant, although the proposal to undertake a pilot for a year will enable the organisation to gauge the overall take up and therefore impact (both positive and negative).

9. Use of Appendices

- 9.1. Appendix A – Purchasing Additional Annual Leave Policy and Procedure
Appendix B – Amended Leave and Time Off Policy with new paragraph 8.5

10. Local Government (Access to Information) Act 1985

Not Applicable

**Appendix A:
Purchasing Additional Annual Leave Policy and Procedure**

**Purchasing of Annual Leave Policy and
Procedure**

February 2016

Draft

Document Control

Version History	1.0
Summary of Change	New policy created to build on the Council's existing leave provisions to assist its employees balance their work and home life provisions.
Contact (job title)	HR Policy Manager
Implementation date	1 st April 2016
Review Date	2 nd April 2017
EqIA Date	31 March 2016
Decision making body & date of approval	Staffing and Remuneration Committee 31st March 2016
Classification	Official

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Draft

Purpose

- 1.1 The Council recognises that its employees are most productive when they are able to achieve a balance between work and home commitments. As part of the Council's commitment to flexible working, it has created this Purchasing of Additional Annual Leave Policy and Procedure.
- 1.2 This policy and procedure sets out the process and eligibility criteria that Haringey employees must follow to purchase up to five (5) days' additional annual leave (pro rata for part time employees) in any one annual leave year.
- 1.3 This policy builds on existing provisions for time off that the Council makes available to its employees, which includes Flexi Time, Annual Leave, Special Leave and Family Leave. For the purpose of this policy and procedure, Family Leave is defined as maternity, paternity, shared parental leave or adoption leave.
- 1.4 The Purchasing Additional Annual Leave Policy and Procedure does not form part of the Council's contractual terms and conditions of employment. As such, the Council reserves the right to amend or discontinue this Policy and Procedure at its discretion; in such circumstances the Council will provide such notice of the amendment/ discontinuance to staff and recognised Trade Unions as it considers appropriate.

Scope

- 2.1 This policy applies to all Council employees, except all staff based at schools operating under the Local Management of Schools
- 2.2 The scheme is available to all employees of the Council after successful completion of their probationary period.
- 2.3 The Purchasing of Additional Annual Leave Policy and Procedure replaces the former Other Special Circumstances leave entitlement¹. This policy does not remove an employee's entitlement to request unpaid leave.

General Principles

- 3.1 There is no automatic right to purchase additional annual leave. Line managers will consider requests based on the needs of the service.
- 3.2 Requests must be rejected where to have approved the request would require use of temporary employee(s), agency worker(s) or consultant(s) to cover the absence.
- 3.3 Each year there are two opportunities to apply for additional leave a) before the start of the leave year applying by 14 March and b) mid-point by 30 September. Further information on how and when to apply are detailed in Section 4 - Procedure - Purchasing additional annual leave.
- 3.4 Employees can purchase up to a maximum of five days additional annual leave for each leave year (pro rata for part time employees).

¹ Detailed at section 8.5 of the Leave and Time Off Policy 2012 this gave Directors the discretion to grant up to five working days additional paid leave.

- 3.5 An employee can make only one application in each leave year (12-month period) to purchase additional annual leave. Employees may purchase leave in whole or half days
- 3.6 Requests for additional annual leave must be made via the approved form (see Appendix 1) which details when the leave is to be taken to allow for business planning and contains the employee's written consent authorising the deduction from salary
- 3.7 Approved additional annual leave is added to the employee's general annual leave entitlement for that year and may be taken subject to the normal approval arrangements.
- 3.8 Where it is not possible to take the purchased annual leave by the end of the month of April immediately following the end of the leave year due, for example, to the exigencies of the service the line manager may, subject to operational requirements, agree up to five days carry-over of annual leave. Purchased leave cannot be sold back to the Council.
- 3.10 Payment for the additional annual leave is made through a deduction of salary in a one-off lump sum or payment over six-month period that must be made before the additional leave is taken. Rules on how payment is made are located in section 4.3 – Paying for Additional Annual Leave.
- 3.11 Subject to section 3.2 above, there is a right of appeal to the line manager's manager if an application for additional annual leave is rejected. The appeal must be in writing and submitted to the line manager's manager within seven days of the employee being told of the rejection.
- 3.12 The appeal will consider whether a 'reasonable line manager' could have rejected the application based on the information provided at the time of the rejection. If so, the appeal will be dismissed. The line manager's manager will notify both parties of the final decision and there is no further right of appeal.
- 3.13 In line with the Council's Grievance Procedure, a grievance should not be brought and will not be considered where it is raised in direct response to the application of this procedure.

Procedure – Purchasing of Additional Annual Leave

Employee responsibilities

- 4.1.1 An employee must submit their completed application form for additional annual leave to their line manager no later than 14 March or 30 September of each year (and no earlier than two months before these dates. For example, applications cannot be submitted earlier than 15th January if applying before the start of the leave year or 31st July when applying midpoint in the leave year.
- 4.1.2 The completed form contains the employee's authorisation for the deductions from salary.
- 4.1.3 If an application for additional annual leave is rejected the employee may submit a written appeal to their line manager's manager. Further information on appealing a rejected application is found in sections 3.11 to 3.13 of this policy.
- 4.2 Line Manager Responsibilities
- 4.2.1 Line Managers should endeavour to accommodate the request where reasonably practicable. Once a request is received the Line Manager should , save in special

circumstances , within 14 days of receipt of the request notify the employee of the outcome and whether the leave has been approved.

4.2.2 Line Managers should consider the needs of the service and only grant requests where the manager considers it is reasonably practicable to do so and that granting the request will not incur additional costs to the Council through using temporary employees, agency workers or consultants to cover the absence.

4.2.3 Line Managers can grant an application in full, or in part, or decline it by providing the employee with written reasons for the refusal or partial approval.

4.2.4 Line Managers must send an approved application to [HR SSC](#) for processing.

4.3 Paying for additional annual leave

4.3.1 Additional annual leave can be paid through a lump sum deduction from salary in advance of taking the additional leave, or a deduction from salary over six consecutive months in advance of taking the additional leave.

4.3.2 Employees purchasing additional annual leave will continue to receive a monthly salary but it will be reduced based on the number of months the employee has elected to repay the purchased leave i.e. one month's reduction or six months of reduced salary.

4.4 Calculating the cost of a day's leave

4.4.1 Where the employee has a fixed number of contracted hours per week (including employees contracted to work during school term-time only) the cost of a day's leave is calculated by dividing the annual gross salary by the number of annual working days. The number of annual working days is calculated by multiplying the number of working days per week by 52.142 weeks per year: For example, where the employee works five days a week the cost of day's annual leave will be the annual gross salary divided by 261.

4.4.2 Where staff work a variable number of contracted hours the cost of a day's leave is calculated by dividing the employee's total gross total salary for the three calendar months immediately prior to the submission of the employee's completed application form, by the total number of working days during that three calendar month period. Payroll should be able to assist in providing the correct calculation of a day's or half-day's pay. The Council has the final say over the calculation.

Financial impact of purchasing additional annual leave

4.4.1 Purchasing additional annual leave will reduce an employee's total annual salary. Employees who are in receipt of any state benefit, such as working tax credits, child tax credits, Statutory Maternity, Paternity and Adoption pay etc, should contact the Department for Work and Pensions for advice on how this scheme may affect them.

4.4.2 Additional annual leave purchased is classed as 'authorised unpaid leave of absence' therefore the reduction in the employee's salary caused by the purchase will not be pensionable pay and pension contributions by the employee and Council will not be payable on that reduction.

- 4.4.3 Employees can elect on the application form whether they wish to cover the period of purchased additional annual leave by paying an age-related Additional Pension Contribution (APC) to cover the amount of pension 'lost' during the period of authorised unpaid leave of absence. Further information on how to buy an APC is available on the Local Government Pension Scheme site (LGPS).
- 4.4.4 The Council is liable to pay two thirds of the costs of the APC only if an employee makes the election to buy APC to cover the lost pension within 30 days of returning from the purchased additional annual leave. The form used to purchase APCs is located on the LPGA website. Employees purchasing APCs must print off and send the completed form to Pensions via the [HR SSC](#) portal.
- 4.4.5 The employee can elect to pay the APC at any time after the 30 days has passed after returning from the additional purchased annual leave, however, the Council will not pay any part of the costs of the APC and the employee will be liable for the full amount

4.6 Leaving the Council

- 4.6.1 The Council will reimburse an employee if he/she leaves the Council and at the time of leaving, the salary deductions made in respect of a period of purchased annual leave are greater than the cost of the additional annual leave taken. The amount to be reimbursed is the difference between the amount of the salary deductions and the cost of the additional annual leave purchased.
- 4.6.2 The Council will recover from the employee's final salary the difference between the cost of the additional annual leave taken and the value of the salary deductions, where the former is greater than the latter.

Appendix 1: Purchasing Additional Annual Leave Application Form



Name		Employee Number	
Directorate and Service:		Section	
I apply for Additional Annual leave for _____ day(s) from _____ to _____			
NB Please refer to the Purchasing Additional Leave Policy and Procedure on Intranet.			
I have requested the additional leave for the following reasons and have attached my annual leave card.: (This information will help when considering your request).			
Payment of Additional Annual Leave			
I would like to pay for this leave as follows: (payment must be made in advance of the leave being taken (Please tick one payment option below))			
One lump deduction I authorise the Council to deduct a one-off lump sum in the month of _____ from my salary as it calculates in accordance with the Purchasing Annual Leave Policy and Procedure to be the cost of this leave.			
or			
Equal instalments I authorise the Council to deduct from my salary over six months from (the month of _____ to the month of _____) for each of those months one-sixth of the amount it calculates in accordance with the Purchasing Annual Leave Policy and Procedure to be the cost of this leave.			
If my employment with the Council ends and the cost of the additional annual leave is more than the deductions taken from my salary to cover the leave that I purchased, I agree that the difference may be recovered in full from my final salary payment.			
Signed:		Dated:	

Line manager commentary/recommendation		Tick the one that applies
Approved	I approve this request for the purchase of annual leave and can confirm that neither a temporary employee, nor an agency worker nor a consultant will be required to cover the absence I have approved	
Reasons for approval		
Approved in part	I approve this request with the following amendment and can confirm that no temporary employee, agency worker, or consultant cover is required to cover the absence I have approved.	
Amendment/ Reasons for part approval		
Reject	I reject this request for the purchase of annual leave on the following grounds:	
Reasons for rejection		
Signed:		Dated:
Appeal		
The Line manager's manager will consider the appeal and inform both parties of the outcome.		
Reasons for outcome of appeal		
Signed:		Dated:
NOTE FOR LINE MANAGER: <ul style="list-style-type: none"> Please record an approved Additional Annual Leave form on the employees SAP Record PLEASE TREAT IN A CONFIDENTIAL MANNER. 		

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Appendix B:

Amended Leave and Time Off Policy

(No other changes have been made to the policy other than paragraph 8.5)

Leave and Time Off Policy

April 2016

Document Control

Version History	v1.0
Summary of Change	Updated to insert at section 8.5 the entitlement to purchase additional annual leave. This entitlement replaces the Other Special Leave entitlement detailed in the previous policy approved by General Purposes Committee in April 1998 and updated in September 2012. This policy replaces all previous versions.
Contact (job title)	HR Policy Development Manager
Implementation date	1 st April 2016
Review Date	2 nd April 2017
EqIA Date	28 th February 2016
Decision making body & date of approval	Staffing and Remuneration Committee approved on 31 st March 2016
Classification	Official

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1. Introduction

- 1.1 The Council's Leave and Time Off Policy was approved by General Purposes Committee in April 1998 and updated in September 2012.
- 1.2 The Council has agreed leave entitlements, which exceed the entitlements contained in National Conditions (i.e. the National Agreement on Pay and Conditions of Service for Local Government Employees). Annual leave entitlements, which are dependent on an employee's grade and length of service, are shown on the HR pages of the intranet. Details of all other types of leave are included on pages later in this procedure.

2. Scope of the procedure

- 2.1 This procedure applies to all permanent Council employees, except those teachers directly employed by the Council and all staff appointed by schools operating under the Local Management of Schools, which have their own procedure.

3. General Principles

- 3.1 Annual leave entitlements are based on the period 1 April to 31 March and allocated according to grade and length of service. However, the annual leave taking period is extended from 1 April to 30 April in the following year (subject to operational requirements).
- 3.2 Employees may only take leave by prior agreement with their line manager. Reasonable notice must be given having regard for operational requirements.
- 3.3 Managers have a responsibility to monitor employees' leave taking care to ensure that they neither have too much leave at the end of the leave taking period, which may cause operational difficulties, nor use up too much too early on, thereby creating potential problems if unforeseen circumstances occur which require the employee to take time off.

4. Managing annual leave

- 4.1 Previous service in local government counts towards annual leave entitlement, except in cases where there has been a break in service (i.e. where no contract of employment exists between two consecutive Sundays). Employees who complete 5, 6, 8 or 10 years local government service during the leave year (i.e. after 1 April - 31 March) do not qualify for the increased entitlement until the next leave year.
- 4.2 Where an employee returns to local government service following a break for maternity reasons her previous local government service should be taken into account for the purpose of calculating her entitlement to annual leave provided that no permanent full time employment has intervened (there is no time limit on the length of the break in service).
- 4.3 For the purpose of calculating leave (i.e. annual, public, extra statutory holidays and privilege days) entitlements for part-time employees, those working shifts or irregular hours and job sharers should be pro-rata full time and expressed in hours over the leave year.
- 4.4 Both managers and their employees should ensure that all annual leave is taken in the

prescribed period as payment cannot be made in lieu of leave not taken. Where it is not possible to take leave (e.g. due to the exigencies of the service) authorised Managers may, subject to operational requirements, agree up to 5 days carry-over of annual leave. In exceptional circumstances, and by mutual agreement, the Director may approve more than 5 days carry-over of annual leave to the following leave year.

4.5 Leavers and Starters

- 4.5.1 The annual leave entitlement of employees leaving or joining the Council is proportionate to their completed service during the leave year including part months. This includes temporary and fixed-term contract employees. The annual leave calculator (found on the HR pages of the intranet) will automatically calculate the individual's annual leave entitlement.
- 4.5.2 Leave will be recouped from employees who are leaving the Council if they have exceeded their entitlement pro rata to the leave taking year by way of pay deduction from the last salary payment. Any outstanding leave should be taken during the notice period as outstanding annual leave will not be paid if it remains untaken. In exceptional circumstances, a payment for any untaken leave may be considered.
- 4.5.3 For new employees coming from another local authority there is no automatic transfer of any outstanding leave entitlements. Exceptions to this should be discussed and agreed prior to appointment.
- 4.5.4 The same principles apply to existing employees transferring to a new Directorate/section, subject to any negotiation on detailed arrangements as necessary. However, in cases of redeployment, more flexibility may be needed.

4.6 Part time Employees and Job Sharers

- 4.6.1 Entitlement to leave will be calculated on an hourly basis pro rata to the full time entitlement for the post concerned. This includes public/bank holidays, which should be added to the employee's annual leave entitlement and then booked as leave if the day the employee normally works falls on a public holiday.

4.7 Relationship with Maternity Leave, Adoption Leave & Nominated Carers Leave

- 4.7.1 Details of annual leave accrued can be found in the relevant employee's guide on the intranet.

4.8 Relationship with Sickness Absence

- 4.8.1 Details of annual leave accrued during sickness absence can be found in the Sickness Absence Policy.

4.9 Borrowing Annual Leave

- 4.9.1 Employees can request to borrow up to 5 days from the next leave year subject to the approval of their senior manager. Employees may only borrow leave for 2 consecutive years and then they will be barred from borrowing leave for the next two years.

5. Managing other Leave / Time Off

5.1 Attendance during period of Inclement Weather, Transport Strikes, etc

- 5.1.1 Where advice is issued to the public through news bulletins etc that travel should be avoided,

it is for individual employees to make a judgement as to whether they should travel. When an employee decides to remain at home, they must book leave or flexi leave. Where an employee makes every effort and gets to work, albeit it late and may need to leave relatively early, generally they will be deemed to have attended for a full day. Employees choose where they live in relation to their workplace and therefore no additional/special leave should be granted for those employees whose journey may be particularly problematic.

5.2 Industrial Action

- 5.2.1 The following advice relates to strike action by employees during periods of industrial action:
- 5.2.2 Any requests for leave during periods of industrial action are subject to the usual notification periods and should be considered particularly carefully in light of the operational requirements of the service.
- 5.2.3 A record must be made of all those attending normally for work. If employees are prevented from working as a result of buildings not being open, management must make arrangements for recording the names of staff who report to work. In this context it is important to put up signs where some entrances are closed and others are open. Employees must report to their place of work in order to be paid regardless of the existence of picket lines. Flexitime records should be completed by entering 'Industrial Action' in the times of attendance and the total hours/minutes due to have been worked on that day entered (a zero entry would necessitate an adjustment in the normal hours for the contract period).
- 5.2.4 A full list of employees on strike must be sent to HR as soon as possible so that appropriate deductions can be made.

6. Unauthorised Absence

- 6.1 Where an employee is absent from work without a reasonable explanation or prior permission generally pay will be deducted and action taken under the Disciplinary Code of Practice. If the unexplained or unauthorised absence precedes or follows a public or extra statutory holiday, paid leave shall not be allowed for this holiday.

7. Other Provisions for leave / time off

7.1 Sick Dependants leave

- 7.1.1 Employees who commenced their employment before 1 April 1993 are entitled to up to 10 days Sick Dependants (1) Leave in a rolling 12 month period. A medical certificate will be required justifying the request for the leave, to cover from the first day of the absence. The cost of this statement will be reimbursed by the Council if necessary. Where a certificate cannot be obtained employees will be required to make a signed statement that their dependant was sick and was in need of care. Sick Dependants Leave would not be granted for accompanying dependants on visits to the dentist, doctor etc.
- 7.1.2 An extension of paid leave may be granted at the discretion of the Director.
- 7.1.3 For all other employees there is no automatic entitlement. Any requests for time off to care for sick dependants is at the discretion of the Director and will be considered under the provisions for Special Leave.

⁽¹⁾ *For the purposes of this leave, a dependant is defined as someone for whom an employee has*

a primary caring responsibility on an ongoing, daily basis, e.g. spouse, child, elderly parent, disabled relative.

7.2 Ante-Natal Care

Any pregnant employee has the right to paid time off for ante-natal care but must produce evidence of appointments if requested.

7.3 Jury Service

An employee receiving a summons to serve on a jury must report the fact to the line manager, who shall grant paid leave of absence unless exemption is secured. The employee must claim the allowance for loss of earnings entitled under the jurors' Allowances Regulations in force.

7.4 Unplanned / Ad Hoc Medical Screening

Planned time off for medical or dental appointments should be arranged outside of working time wherever possible. If this is not possible, annual leave or flexi leave should be booked or with the prior agreement of the manager, the time can be taken and made up at a later stage (See Sickness Policy Management Guidelines for full details).

7.5 Planned / Regular Medical Screening

Necessary paid time off will be given for the purposes of cancer screening. Anyone with HIV, cancer or multiple sclerosis is automatically treated as disabled from the point of diagnosis under the Equality Act 2010. Paid time off to attend regular, planned medical appointments/screening is considered as a reasonable adjustment and should be given.

7.6 Volunteering or Public Duties

Details of the provision for leave can be found in the Volunteering & Public Duties Policy.

7.7 Study Leave

Employees wishing to pursue a work-related course of study must agree in advance with their manager any time off for course attendance, project work, revision and sitting examinations at the time of application.

7.8 Summons to Court as an Ordinary Witness

Employees who are summoned to court (or a tribunal) as ordinary witnesses will normally be granted paid leave at the discretion of the Director as part of the provisions for Special Leave. For employees attending as a witness in their role as a Special Constable, arrangements will normally need to be made in their own time.

7.9 Time Off for Trade Union Duties

Check with HR for details of the current time off facility arrangement for the trade union in question.

8. Special Leave

- 8.1 As part of the Council's local conditions of service, Directors have discretion to grant special leave, with or without pay. It should be emphasised that there is **no automatic entitlement** to special leave (with the exception of Sick Dependants Leave applicable to employees in post prior to 1 April 1993). The Council provides generous annual leave entitlements which should be sufficient to cover most eventualities.

8.2 Compassionate Leave – Up to one week

- 8.2.1 In aggregate one week of normal working time for absence in connection with the serious illness or death of husband or wife, civil partner, parent or parents-in-law, child, sister, brother, sister-in-law, brother-in-law, grandparents or grandparents-in-law, grandchild - [in the case of an employee having no spouse, absence in connection with the serious illness or death of a person whom the employee maintains or with whom the employee shares a home].
- 8.2.2 An extension of paid leave may be granted at the discretion of the Director in cases where leave of a longer period of one week is urgently required on compassionate grounds. Clearly, where a member of staff has lost a very close relative or partner and is heavily involved in funeral arrangements, up to an additional week's leave with pay would not be unreasonable. In other circumstances, Directors may reach a different conclusion.
- 8.2.3 The serious illness of a close relative or partner should be treated sympathetically but once the initial emergency is over and if the person is hospitalised, staff should be required to return to work as there are plenty of opportunities to visit patients in hospital during the evening or, if applicable, using the flexitime system in the day.

8.3 Interviews – No time off

- 8.3.1 In the climate in which the Council is now operating it would not generally be appropriate to grant paid leave. The necessary time off can be planned and, should be covered by annual leave or, if applicable, flexi leave. Interviews internal to Haringey Council will attract time off but should be restricted to travelling time to and from the interview and the time spent at the interview itself.
- 8.3.2 Employees who have been given notice of redundancy have an entitlement to a reasonable amount of paid time to look for employment and to make arrangements for training. The time must be arranged in advance and agreed by the line manager before it can be taken.

8.4 Moving House – No time off

This can be planned and it would not be appropriate to grant an additional day of paid leave.

8.5 Purchasing additional annual leave – Up to 5 days (pro-rata)

- 8.5.1 The Council operates a scheme that allows employees to purchase additional annual leave. Details of the scheme including how to apply with information on the impacts on your pay are contained in the Purchasing Additional Annual Leave Policy and Procedure available on the intranet.
- 8.5.2 The Purchasing Additional Annual Leave Policy does not remove an employee's entitlement to request unpaid leave under section 8.6 below.
- 8.5.3 The difference between unpaid leave and purchased additional leave is that although both are ways of accessing additional time off when needed, purchased additional leave provides the opportunity to plan and have a choice over when the extra time off is taken compared to unpaid leave which is generally more for unforeseeable events.

8.6 Unpaid Special Leave – Not limited but reasonable time off

Directors have discretion to grant unpaid leave in exceptional circumstances for purposes for which annual leave could not reasonably have been reserved. Although such leave is unpaid and there is no limit on the amount of time off which may be granted, account must be taken of service delivery requirements.

9. Leave entitlement for part time employees and job sharers

9.1 Annual Leave Calculator

9.1.1 Annual leave, bank holidays, extra statutory and privilege days are applied to job sharers, those working irregular hours or shifts and part time employees pro rata to the hours they work. All the different elements of their leave entitlements should be added together as a yearly entitlement or proportion of a yearly entitlement, which would be equivalent to the full time entitlement and then worked out pro rata to the hours they work.

9.1.2 The calculator on the HR pages of the intranet enables you to easily calculate an employee's entitlement at any point of the annual leave year, to use it you only need to know the employee's personal number.

9.2 Part Year Leave Entitlement

9.2.1 Where a part time employee or a job sharer starts part way through a leave year, the amount of annual leave, extra statutory and privilege leave (that is not fixed) is apportioned pro rata to the number of complete months remaining in that leave year.

9.2.2 However, the number of public holidays (and any fixed privilege leave days) to apportion will depend on how many of these days actually fall within that part of the year.

9.3 Full Time Employees

Where an employee starts or leaves the Council part way through a leave year, annual leave is apportioned pro rata to the number of complete weeks and months remaining in that leave year. Extra statutory and privilege days should also be apportioned excluding those fixed by the Council or Service.

9.4 Job Sharers and Part Time Employees

The full time equivalent, part year leave entitlement, should first be worked out as above. For new starters, add on any remaining public holidays in the leave year and then calculate the pro rata leave entitlement

9.5 Booking Leave

9.5.1 If a bank holiday (or fixed privilege day) falls on a day when a part time employee or job sharer is normally at work, leave is booked from her/ his yearly entitlement, on the basis of hours normally worked on that day. If a bank holiday or (fixed privilege day) falls on a day when a job sharer is not normally at work, no leave is booked as they have not taken any time off. This arrangement ensures that the job sharers benefit equally.

9.5.2 Where a part time employee or job sharer works an uneven pattern of hours which are not complete whole or half days, the yearly leave entitlement should be converted into hours. **i.e. No. of days leave x normal daily hours of the post.**

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Report for: Staffing and Remuneration Committee

Item number: 12

Title: Workforce Legislation update

Report

authorised by: Jacquie McGeachie – Assistant Director, Human Resources

Lead Officer: Julie Amory, HR Policy Manager, Human Resources

Ward(s) affected: All

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 This paper looks at the legislation planned to become law in 2016 that may affect the Council as an employer.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- 3.1. That the Committee notes the information provided.
- 3.2. The strategic implications will be considered as part of the Workforce Plan Year 2.

4. Reason for decision

- 4.1. Although these are only anticipated changes that may alter as the Bills progress through Parliament, this report recognises that the proposed changes may have workforce implications and will require strategic planning.

5. Alternative options considered

Not applicable.

6. Background information

- 6.1. This paper report covers the following legislative changes:
- a. Trade Union Bill
 - b. Enterprise Bill
 - c. Changes to the Tax and National Insurance Treatment of Termination Payments
 - d. The Repayment of Public Sector Exit Payments Regulations

- e. Exclusivity Terms in Zero Hours Contracts (Redress) Regulations 2015
- f. Extremism Bill
- g. Immigration Bill
- h. National insurance increases 2016

6.2. As an employer we will manage the potential policy changes and the communications to our employees through the appropriate governance arrangements already in place, however, when a cluster of policy changes are making their journey through parliament at the same time the pivotal question is; How will this affect the current workforces strategies being deployed to achieve the workforce the Council will require in the next three to five years?

6.3. The key focus is to continue to attract and retain the skills and talent to deliver the Corporate Plan, however the levers available to expedite change may no longer have the same impact, and at the pace required.

6.4. **Trade Union Bill**

6.4.1. The Trade Union Bill will introduce significant new requirements that will affect how the Council engages with Trade Union representatives.

6.4.2. **Industrial action ballot thresholds – Proposed changes**

Amendment to s226 of the Trade Union and Labour Relations (Consolidation) Act 1992 the Bill will introduce 50 per cent voting threshold for union industrial action ballots and a requirement that 40 per cent of those entitled to vote support industrial action, before it can legally go ahead in “important public services”. “Important public services” will be defined by regulations but will be limited to health, education of those aged under 17; fire, transport, border security, nuclear decommissioning and the management of radioactive waste and spent fuel.

6.4.3. **Managing the threat of industrial action**

The amount of notice to the employer to call industrial action will be increased from 7 days to 14 days with proposals to lift the ban in regulations on using agency workers to replace permanent staff during strikes . These proposals are not part of the Bill but are being considered alongside the Bill.

6.4.4. **Expiry of ballot mandate**

The Bill will introduce a new time limit on the validity of the mandate given by a ballot for industrial action, meaning a ballot will only be valid for industrial action that takes place within four months from the date of the ballot.

6.4.5. **Trade union officials’ facility time**

The Bill proposes requiring “relevant public sector employers” (including local authorities) to publish details about how many employees are union officials, the percentage of employees who are given union facility time and details of the cost of facility time as a percentage of the employer’s wage bill. The Bill also proposes a power to set limits on the amount of working time that may be paid facility time.

6.4.6. **Prohibition of check off arrangements**

The Bill proposes that “relevant public sector employers” (to be defined in regulations) will be prohibited from making trade union subscription deductions from wages payable to workers.

6.4.7. **Considerations and potential required actions**

HR Implications

There is a plan in place to review the Council’s Facility Time Agreement and is waiting for the outcome of these proposals to do so.

The Council may have to end its current check-off arrangements whereby it deducts trade union subscriptions from the pay of its employees who have agreed to such deductions.

6.4.7.1. The potential HR related actions required:

- a) Identify current union membership levels and review facility time levels.
- b) Update the Trade Unions Facilities, Duties, Activities and Time Off Arrangements procedure to comply with the changes. General Purposes Committee last approved this agreement on 4 May 2011.

6.4.8. **Status / timeline of Trade Union Bill**

The Bill passed the Committee stage of the House of Lords on 25 February 2016 and was scheduled to proceed to the Report Stage of the House of Lords on 16th March. It is likely to obtain Royal Assent in the autumn of 2016.

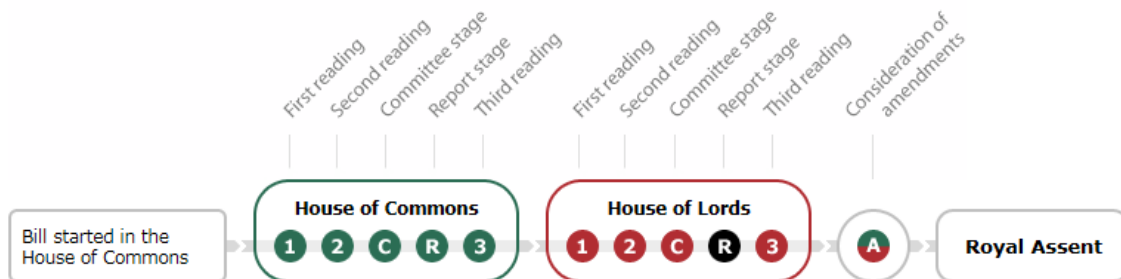


Figure 1: Trade Union Bill Progress through Parliament

6.5. **Enterprise Bill**

6.5.1. The Enterprise Bill contains various measures of which the following are most likely to impact on the Council as an employer:

6.5.2. **Exit payments cap for public sector workers**

The proposal will place a £95k cap on exit payments in 2016; with a possible implementation date of 1st October 2016. There are no plans for a transitional period; therefore all exits after its introduction will be subject to the cap. The cap will include all payments in relation to exits from relevant employments that occur within a 28-day period this will include:

- Redundancy payments;
- Payments on voluntary exits;
- Pension strain costs;
- Severance or ex-gratia payments;

- Payment for outstanding entitlement (includes payment made where the Council provides additional paid leave);
- Compensation under the terms of a contract;
- Payments made to extinguish liability to pay money under a fixed term contract ;
- Pay in lieu of notice;
- Shares or share options;
- Payments made under a compromise agreement involving the employee agreeing to leave the employer.

6.5.3. Exit payments cap - Pension strain costs

The Bill includes changes to the Local Government Pension Scheme (LGPS), which would limit the pension payable on redundancy by applying a deduction necessary to bring the total exit payment within the cap. There are also provisions to allow the individual to pay all or part of the strain cost to receive an unreduced pension. It is yet to be determined whether the cap will apply to flexible retirement, the 85-year rule protections and/ or payment of pension on compassionate grounds.

6.5.4. Exit payments cap – exemptions

There are a limited number of exempt payments which are payments made due to incapacity or death, as a result of accident, injury of illness, contractual leave not taken and contractual bonuses and payments made in compliance with an order of any court . The draft Bill proposes to provide Full Council with the power to waive the cap subject to Treasury directions, which are yet to be published.

6.5.5. Exit payments cap - Duty to notify receipt of received exit payment(s)

The onus is on the individual to notify all other public sector employers who proceed to employ the individual the date the individual left and received an exit payment. This notification must also state the amount of the exit payment/ received and identity of the paying employer.

6.5.6. Exit payments cap - Individuals who hold multiple public sector posts

The Regulations apply to all relevant employments that occur within a period of 28 days if a person has two employments, exits both at the same time and a payment is made in relation to each then both payments must be added together and checked against the cap even if those employments are with different employers. Where one employment ends more than 28 days before the other then the cap applies to each employment separately.

6.5.7. Exit payments cap - Impact on Schools

The Bill contains provisions to amend the Teachers' Pension Scheme to limit the amount of strain cost to ensure that when added to other exit costs the total remains within the £95k cap. It is yet to be determined who will have the ability to waive the cap in relation to schools.

6.5.8. Considerations and potential required actions

6.5.8.1. HR Implications

In light of the proposed legislative changes, the Council will have to consider how it retains the right people with the vital skills needed to assist in achieving its Corporate

Priorities as it is recognised that some employees may choose voluntary redundancy to avoid the impact of the new legislation earlier than anticipated.

- 6.5.8.2. The exit payment cap will not only impact on high earners. The impact will be felt by middle earners starting from PO3 spinal point 39 who have paid into the LGPS for thirty years plus as seen in the example below:

Illustrative example: Impact of exit payment cap on middle manager An employee is 55 with 30 years service with a Local Authority having paid into the LGPS since joining the Council. The individual is earning £40,000 and is made redundant on 1st October 2016 (the earliest date of proposed implementation of the cap).

Pension Strain cost	=	£88,790
Redundancy	=	£ 12,825 (statutory figures used)
Pay in lieu of notice	=	<u>£1,846</u>
Total costs	=	£103,461 (exceeding the £95k cap)

- 6.5.8.3. The potential HR related actions required:

- Consider how the Council will retain the right people with the right skills;
- Create a process within the Recruitment and Selection that allows individuals to notify that they were a former public sector employee that received an exit payment;
- Strengthen Haringey's employer brand to attract and retain the right people;
- Ensure 'My Conversation' is effective in identifying the strengths, development needs and weak spots of employees;
- Review and refine the Council's recruitment and selection process – may include refining job descriptions and clearly defining essential skills to assist in identifying good candidates.

6.5.9. Constitutional Implications

It is proposed that there will be the ability to waive the cap in exceptional circumstances subject to Ministerial, Treasury or Full Council approval depending on the nature of the organisation. This power must be exercised in accordance with Treasury guidance.

The potential Constitutional related actions required:

- Update the Constitution to provide Full Council with the power to waive the cap.

6.5.10. **Apprenticeship quotas**

It is anticipated that the Bill will require public sector bodies with 250 staff to have an apprenticeship target of 2.3% of the workforce per year by 2020. It is unlikely that the regulations will come into force before September 2016. Under the regulations the public sector bodies will be required to publish and to send to the Secretary of State information to allow monitoring of their progress towards meet the apprenticeship targets set for them.

These changes would require the Council to increase the annual number of apprenticeship positions that it offers, unless it can demonstrate a good reason for not doing so. Based on the current workforce headcount, in order to meet the 2.3% of the workforce target the Council would need to offer 62 apprenticeship positions compared to the current target of 20.

6.5.11. **Considerations and potential required actions**

6.5.11.1. HR Implications

An increase in apprenticeship posts will place pressures on the Council's reducing resources. As many young people commence apprenticeships straight from school they tend to have little or no experience of the work environment and therefore require more hand-holding and support than other employee groups.

6.5.11.2. To ensure that apprentices that join learn the skills they need to successfully compete for permanent roles in the Council on completion of their apprenticeship position. The Council needs a sufficient number of managers/supervisors who are skilled and equipped to manage this unique employee group. Management of apprentices generally requires a manager to manage whilst also coaching/mentoring individuals who due to their lack of experience need assistance to navigate in a work environment.

6.5.11.3. In providing the increased apprenticeship positions, the Council will require a more robust approach to workforce planning to ensure that these roles are targeted at providing young people with the skills that are needed for the future Council design.

6.5.11.4. As many of the apprenticeship posts currently offered by the Council are in Business Administration, a framework that teaches the apprentice skills related to supporting the organisation through administrative duties; increasing the number of apprenticeship posts has to be considered in light of the Business Infrastructure Programme. This programme is reviewing many of the Council's corporate functions with the view to reducing headcount and increasing efficiencies through process re-engineering and co-location of tasks.

6.5.11.5. An option available to the Council is to use its procurement processes to spread the increased number of apprentices posts across its supply chain. This has the benefit of strengthening the local skills base, however, this would have to be weighed against the potential impact that such clauses may have on the cost of contracts. This would also have to be considered via a secondment arrangement where the apprentice is employed by the Council and subsequently seconded to a sub-contractor as the Government has recently stated that apprentices employed by sub-contractors who supply goods and services to the public body cannot count towards the target.

6.5.11.6. Talent management of younger employees and succession planning to address the potential gaps left by exiting experienced employees will be considered and taken forward within the Workforce Plan Year 2.

6.5.11.7. Traditional career mapping is the way in which an individual can develop and progress within their chosen occupation, trade or profession. Historically organisations that have facilitated career paths enjoy greater workforce engagement because employees feel that their employer is concerned about their personal growth while at the same time achieving the organisations objectives.

6.5.11.8. The potential HR related actions required:

- a) Work with Procurement to assess ability to include apprenticeship targets in contracts;

- b) Conduct a review of the apprenticeship scheme to identify how the Council would meet this quota while producing high quality apprenticeship positions e.g. set allocation per directorate;
- c) Tie the apprenticeship scheme into the overall workforce and business planning process – use as an opportunity to develop own talent and future leaders;
- d) Consider the various Apprenticeship Frameworks to ensure more are offered in health and social care to assist in current skill shortages;
- e) Review and identify how the apprenticeship scheme will be managed as the increase will require a rethink of how the Council manages its apprenticeship programme.

6.5.12. **Apprenticeship levy**

The mechanism to introduce the apprenticeship levy is the Finance Bill 2016 which if it receives Royal Assent will require local authorities and other employers from April 2017 to pay a Levy of 0.5 percent of their payroll to fund the three million apprenticeship roles that the Government is committed to introducing. Contributing employers will receive an allowance of £15,000 to offset their levy. The levy only applies to businesses with an annual pay bill of over £3 million.

6.5.13. **Considerations and potential required actions**

6.5.13.1. The potential Finance related actions required:

- a) Identify and set aside funds to cover the levy which based on the proposed 0.5% levy on payroll is estimated to be in the region of £395,000.
- b) The levy will affect the Council’s budgets at a time when it is already seeing a reduction in Government funding. This will need strategic planning.

6.5.14. **Status / timeline of Enterprise Bill**

The Bill completed the committee stage of the House of Commons on 25 February and is likely to obtain Royal Assent in the Autumn of 2016.

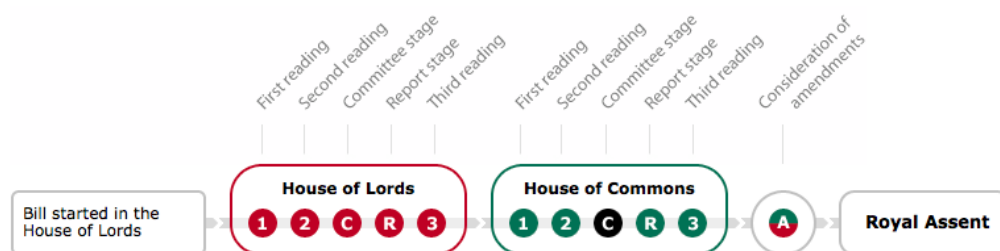


Figure 2: Enterprise Bill's progress through Parliament

6.6. **The Repayment of Public Sector Exit Payments (Public Sector Exit Payment Regulations 2016)**

These draft regulations are being made under the Small Business, Enterprise and Employment Act 2015 and will require certain public sector workers to repay some or all of any ‘qualifying exit payment’ in certain circumstances. In particular, they will require the individual to notify their new and previous employer where they propose to return to the public sector after they have received a ‘qualifying exit payment’ within the previous 12 months. They will also require the previous employer to make arrangements with individuals where exit payments are due to be recovered. Subject

to amendments made as a result of consultation, the Regulations are set to come into force on 1 April 2016.

6.6.1. **Qualifying exit payments**

A 'qualifying exit payment' will include voluntary or compulsory redundancy, payments in lieu of notice, payments to reduce or eliminate an actuarial reduction to a pension on early retirement, and 'special severance' payments such as those agreed in settlement of threatened litigation payments made consequently upon a voluntary exit from employment and payments made to extinguish any liability to pay money under a fixed term contract. It will not include payments made in respect of incapacity or death as a result of accident, injury or illness, payment made in respect of untaken contractual leave, payments in lieu of notice and payments made in compliance with a court/tribunal order. Repayment could be required if the employee or office-holder is re-employed or engaged as a contractor in the public sector or is appointed to a public sector office within one year of their exit.

6.6.2. The draft Regulations stipulate that exit payments will be recoverable when the individual returns to any part of the public sector (rather than the same part of the public sector as formerly proposed).

6.6.3. It is proposed that the minimum salary threshold should be set at £80,000 with 'tapering' the amount of the exit payment repayable according to the period between receipt of the payment and re-entry into the public sector. The new employer will be required not to employ the individual until repayment arrangements have been finalised.

6.6.4. **Considerations and potential required actions**

6.6.4.1. The potential HR related actions required:

a) The potential actions required are as stated above within Exit Payments Cap there is a need to create within the Recruitment and Selection process a mechanism that allows individuals to notify that they were a former public sector employee that received an exit payment.

6.6.5. **Status / timeline**

The intention is that these Regulations will take effect from April 2016.

6.7. **Changes to Tax and National Insurance Termination payments**

The Government has launched consultation on its plans to simplify the tax and National Insurance contributions (NICs) treatment of termination payments. The proposals will significantly reduce the tax-free element of redundancy payments.

6.7.1. The current position is that the first £30,000 is generally tax and NICs-free provided it is not a contractual payment. One approach the Government is considering is to create a new exemption which increases proportionately with the number of years service the employee has completed. The employee would qualify for the exemption once they had completed two years of service. The consultation paper gives as an example reducing the exemption to £6,000 for an employee with two years' service, and an extra £1,000 for each additional years' service. It is proposed that the years of service would also include any change of employment that stemmed from a TUPE situation. Another

approach the Government is considering is to provide tax and NICs relief only when the termination payment has been made in connection with a redundancy meeting the statutory definition of a redundancy.

6.7.2. **Unfair and wrongful dismissal and discrimination**

The consultation proposes exempting from tax and NICs payments made in connection with compensation for unfair or wrongful dismissal. As regards discrimination, the Government is considering not imposing a tax or NICs liability on any payment connected with discrimination that has been awarded by a tribunal. It notes that currently only compensation payments for discrimination that are related to the termination of employment are taxable. It is likely that there will be a financial cap, above which income tax is payable in cases of discrimination.

6.7.3. **Considerations and potential required actions**

Although the consultation closed on 16th October 2015 the Government has not published its response to the consultation. However if some of the proposals are implemented the Council will need to take into account that the changes could lead to employees demanding increased termination packages to reflect the increased amount of tax and/or NICs payable on termination payments.

6.7.4. If the Government treats awards from an Employment Tribunal (ET) more favourably than settlement payments in respect of tax and NIC relief, this is likely to increase employment tribunal cases as employees have a tax and/or NICs related advantage in receiving an award from an ET. It is likely to reduce the prospect of “out of court” settlements.

6.7.5. **Status / timeline**

The consultation stage closed on 16 October 2015. If the proposals proceed it will require an update to the Income Tax (Earnings and Pensions) Act 2003.

6.8. **Exclusivity Terms in Zero Hours Contracts (Redress) Regulations 2015**

6.8.1. New regulations applied from 11 January 2016 aimed at addressing avoidance of the ban, give employees the power to make a complaint to an employment tribunal where they have been dismissed or subjected to a detriment following breach of an exclusivity clause. No qualifying period is required to bring such an unfair dismissal claim It is also unlawful to submit a zero hour worker to detriments if they work for another employer in breach of a clause prohibiting them from doing so.

6.8.2. **Considerations and potential required actions**

6.8.2.1. The potential HR related actions required:

These regulations are being considered as the Council does not operate zero hour contracts but does have ‘as and when’ contracts. A review of this population will be completed by the end of June 2016.

6.8.3. **Status / timeline**

These regulations came into force on 11 January 2016.

6.9. **Extremism Bill and Immigration Bill**

6.9.1. **Pre-employment checks**

Although not a purely employment related measure, the Bill will contain some employment related aspects. The Bill proposes introducing pre-employment checks, enabling employers to check whether an individual is an extremist and bar them from working with children.

6.9.2. Details on the actual procedure to be adopted are yet to be defined but the intention seems clear: employers will be entitled to refuse to employ someone to work with children if the checks show that the person is an extremist.

6.9.3. At the time of writing no further information exists regarding the status of these proposal. Although it was referred to in the Queen’s speech in May 2015, the Bill has not yet been published.

6.9.4. **Immigration Bill**

This places a duty on public authorities to ensure that everyone who works for them in a customer-facing role speaks fluent English.

6.9.5. **Considerations and potential required actions**

The potential HR related actions required are:

- a) Review the Council’s Recruitment and Selection Policy and the DBS process specifically the pre-employment checklist/procedure;

6.9.6. **Status / timeline**

Immigration Bill

This Bill was at the Report stage of the House of Lords on 09 March 2016.

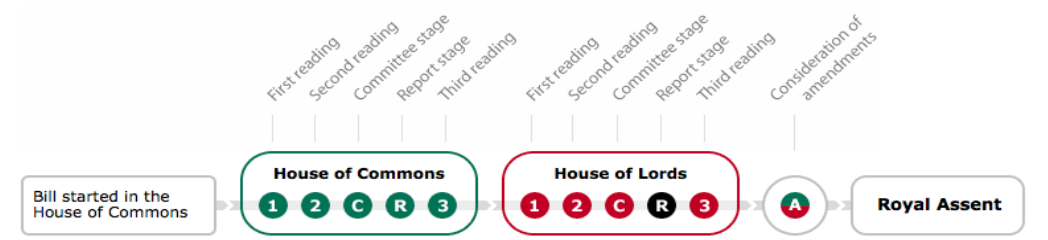


Figure 3: Immigration Bill progress through Parliament

6.10. **National Insurance Contribution increases 2016**

6.10.1. From April 2016 the current 1.4 per cent rebate for employees and 3.4 per cent for employers will be cease. This will occur as part of the Government’s plan to move to a Single Tier State Pension from April 2016. The change will mean that employers who operate contracted out occupational pension schemes will pay National Insurance contributions of 13.8 per cent from April 2016 instead of the current 10.4 per cent.

6.10.2. **Considerations and potential required actions**

The potential Finance related actions required are:

- a) Identify and set aside funds to cover the increase of NI – estimated annual cost is £1.548m.

7. **Contribution to strategic outcomes**

The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. The Council will be smaller and it will need different skill sets in many areas. The proposed legislation will impact on these goals; requiring the Council to provide a strategic approach in response to ensure it has the right people with the right skills.

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

8.1 The report accurately summarises the proposed legislation it refers to.

The Chief Finance Officer

8.2 The Chief Finance Officer notes the planned legislative changes and confirms that those that have or are likely to have financial implications for the whole or part of the Council have already been considered and will be picked up in the strategic review of the MTFS which is planned to commence in May 2016.

8.3 Considering the potential implications and taking action now to prepare data and scenarios is welcomed as it ensures that the Council is in the best position to effectively manage the changes.

9. Use of Appendices

None.

10. Local Government (Access to Information) Act 1985

Not Applicable.

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Report for: Staffing and Remuneration Committee

Item number: 13

Title: Change to Apprenticeship Programme Pay Rates

Report

authorised by: Jacque McGeachie – Assistant Director HR and SSC

Lead Officer: Lorraine Smith – OD Consultant HR

Ward(s) affected:

Report for Key/ Non Key

Non Key Decision:

1. Describe the issue under consideration

- 1.1. A mid-point review of the Apprenticeship programme, implemented in 2015, in the light of Central Government's decisions on:
- the National Living Wage
 - the implementation from 6th April 2017 of the Apprenticeship Levy

- 1.2. At its meeting on 26th January 2015, the Committee resolved:

That approval be given to the level of wage to Apprentices being paid as set out in Option 1 of the report but with an amendment to this option to allow for Apprentices to be at the London Living Wage after month 6 of the apprenticeship

(Option 1 was the payment of Apprentices in year 1 at National Minimum wage, then in year 2 at London Living Wage)

2. Cabinet Member Introduction

Not applicable for the Staffing and Remuneration Committee

3. Recommendations

3.1. The Committee is asked to:

- 3.1.1. Approve the introduction of the National Living Wage at £7.20 per hour from 1st April 2016 as the starting salary for all Council Apprentices whose apprenticeship with the Council starts on or after 1st April 2016, and as the salary for all other Council apprentices in the first six months of their apprenticeship.
- 3.1.2. Approve the London Living Wage at £9.40 per hour as the salary for all Council Apprentices (whenever their apprenticeship with the Council started) from the start of the seventh month of their Apprenticeship, subject to the successful completion of their probationary period.

- 3.1.3 Note that a full review of the Apprenticeship programme will be undertaken after the first cohort of Apprenticeships is completed in May 2016 Agree that a further report be presented to this Committee in September 2016 based on:
- Findings of that review, and officers' recommendations
 - The outcome of the Department for Business Innovation & Skills 'consultation on Apprenticeship Targets for Public Sector Bodies (ending 4th March 2016)

4. Reason for decision

4.1. National Living Wage

4.1.1. In January 2015 the Committee agreed that apprentices would be paid at the National Minimum Wage of £6.50 per hour for the first six months of their apprenticeship, then at the London Living Wage of £9.15 per hour for the remainder of their apprenticeship, irrespective of the age of the individual apprentice. The London Living Wage went up to £9.40 in November 2015. This decision has been implemented for all those recruited through this scheme to date. In the Chancellor's Autumn Statement 2015, a new National Living Wage was announced, which will become law from 1st April 2016. The rate is set at £7.20 per hour. Although this rate will only apply to those aged 25 or over, it is recommended that the Council adopts this rate irrespective of the age of the individual apprentice, as has been done for the National Minimum Wage. This would mean an increase of £15 per week for an apprentice on a 30hr per week contract.

4.1.2. There are currently nine apprentices in post on this scheme who have not yet reached their six month milestone, and would therefore be affected by this change. The cost of an apprentice is met by the business area employing them; each of the nine business areas concerned in this case have been asked to confirm that they have sufficient budget to cover the increase. The increase is a maximum of £360 for an individual apprentice due to take up post; for those apprentices already in post, the cost ranges from £60 to £105 (depending on the individual's start date).

4.2. Any future apprenticeship would cost the Council £216 per week for the first 26 weeks, and £282 per week for the remainder of the apprenticeship. The length of the remainder of the apprenticeship varies from six to nine months depending on the subject area. This would give the apprentice a total salary of £13,080 for an apprenticeship of 12 months' duration

4.3. Review of the scheme

4.3.1. A six month review was carried out in January 2016 which will inform some process changes to ensure smooth running in future. For example, the recruitment checks for references are not always appropriate for school leavers. A comprehensive review will begin in June 2016 with a report to be presented to this Committee in September 2016.

5. Alternative options considered

5.1 To pay apprentices according to age. However, adopting differential pay rates (other than in strict accordance with the National Minimum Wage Regulations) could open the Council to challenge on equal pay and age discrimination legislation and

is therefore dismissed as a viable option. Payment in strict accordance with the National Minimum Wage Regulations would involve paying apprentices aged 16 to 18, or aged 19 to 24 in the first year of the apprenticeship, as little as £3.30 an hour.

6. Background information

- 6.1 The Committee agreed a number of entry level schemes in January 2015. These schemes included the Apprenticeship programme, which aims to recruit 20 Apprentices across the Council each year, 2015-16 being the first year of operation. Officers undertook to review the programme after six months of operation and to report back findings to this Committee early in 2016.
- 6.2 Since then, Central Government has:
- a) published “English Apprenticeships: our 2020 Vision” which discusses the creation of three million apprenticeships nationally by the year 2020.
 - b) proposed apprenticeship targets for Public Sector employers , expected to take effect later in 2016, aimed at increasing the number of Apprentices on the payroll.
 - c) announced its intention to introduce from 6th April 2017 an Apprenticeship Levy for all large employers,
 - d) proposed funding for employers for the delivery of apprenticeship training, to offset the Levy

Consultation on these targets, the Levy and funding is currently underway, with further information and guidance to be published in the summer of 2016.

7. Contribution to strategic outcomes

- 7.1. The Apprenticeship Programme, as an entry level scheme, contributes to Priority 1 and 4 of the Council’s Corporate Plan.

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

8.1. Chief Finance Officer

- 8.2. The scheme was scrutinised during the initial planning stage, and implications were reported in the January 2015 paper. The proposed salary changes would be applied across the scheme, benefitting the 9 current post holders and any apprentices appointed in the future. Each service area employing an apprentice will need to ensure that budget provision is made to cover the increase to current salary commitments, and discussions are underway with all the service areas concerned.

8.3. Assistant Director of Corporate Governance

The proposals to :-

- (a) pay all Council apprentices from 1st April 2016 the National Living Wages; and

(b) pay Council apprentices at the higher London Living Wage pay level from the start of the seventh month of their apprenticeship , assuming they have successfully completed their probationary period, are compliant with all relevant legislative requirements.

8.3 Equalities

The scheme was scrutinised during the initial planning stage, and implications were reported in the January 2015 paper. The proposed salary changes would be applied across the scheme, benefitting the 9 current post holders and any apprentices appointed in the future.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

Not applicable

Report for: Staffing & Remuneration Committee, 31 March 2016

Item number: 14

Title: Forward Plan Reports from January 2016

Report authorised by : Jacque 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 Decision:** Non-key

1. Describe the issue under consideration

To inform the Committee of the reports detailed on the Forward Plan that are due to be submitted during the forthcoming municipal year.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That the Forward Plan be noted

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

Not applicable

7. Contribution to strategic outcomes

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**

Not applicable, the report is for information only.

9. Use of Appendices

The Forward Plan is attached at Appendix 1.

10. Local Government (Access to Information) Act 1985

Not applicable.

Appendix 1: Forward Plan June 2016 – March 2017

Meeting Date Date of decision or period within which the decision is to be made	HR Service Area	Short Description	Key or Non-Key Decision	Decision Maker	Lead Officer	Report or Update	Public or private and statement of reasons why if private
June 2016 (date tbc)	Other	Update to No Smoking Policy	Non-key	Staffing & Remuneration Committee	Tamara Djuretic	Report by Public Health	Public
June 2016 (date tbc)	HR-Client Side	Reward Strategy - Rest of the workforce	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
June 2016 (date tbc)	HR -Client Side	Performance Management Q4 (January - March 2016)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
June 2016 (date tbc)	HR-Client Side	Equality & Inclusion Review Progress Update (include Recruitment Process Update)	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
September 2016 (date tbc)	HR -Client Side	Apprentices: Lessons Learnt & Next Steps	Non-key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	Update to Performance Appraisal & Capability Policy	Non-Key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	Update to Induction & Probation Policy	Non-Key	Staffing & Remuneration Committee	Jacquie McGeachie	Report	Public

September 2016 (date tbc)	HR - Client Side	Update to Grievance Policy	Non-Key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	Collective Disputes Procedure	Non-Key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	Update to Disclosure & Barring Service Policy	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	Update to Recruitment & Selection Policy	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	New Secondment Policy	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
September 2016 (date tbc)	HR - Client Side	New Additional Duties Policy	Non-key	Staffing & Remuneration Committee	Jacque McGeachie	Report	Public
January (date tbc)	HR-Client Side	Review of Children's Services Recruitment & Retention Offer	Non-key	Staffing & Remuneration Committee	Jon Abbey	Report	Public

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

Document is exempt

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