

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 2nd October, 2017, 7.00 pm - Civic Centre, High Road,
Wood Green,**

Members: Councillors Raj Sahota (Chair), Zena Brabazon (Vice-Chair),
Jason Arthur, Liz McShane and Viv Ross

Co-optees/Non Voting Members:

Quorum: 3

1. FILMING AT MEETINGS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item below. New items of exempt Urgent Business will be dealt with at agenda item 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 June 2017 and of the special meeting held on 22 June 2017.

7. PEOPLE REPORT, APRIL - JUNE 2017 (PAGES 7 - 34)

Report of the Interim Director for Transformation and Resources outlining the new People Report which combines key workforce data and analysis.

8. OFF-PAYROLL INTERMEDIARIES REPORT (PAGES 35 - 38)

Report of the Interim Director for Transformation & Resources highlighting changes to the Off-Payroll Intermediaries legislation (IR35) and the impact that these changes have had on the Council's off-payroll workers.

9. MANAGEMENT OF SICKNESS ABSENCE (PAGES 39 - 42)

Report of the Interim Director Transformation & Resources providing details on the role played by HR in supporting managers to more effectively manage sickness absence.

10. SCHOOL PAY POLICY (PAGES 43 - 74)

Report of the Interim Director Transformation & Resources providing the Committee with the updated Model Schools Pay policy.

11. HR POLICY REVIEW (PAGES 75 - 96)

Report of the Interim Director Transformation & Resources presenting the Probation Policy and Probation Guide which falls within the employment theme 'Getting and Retaining the Right People'.

12. NEW ITEMS OF URGENT BUSINESS

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

13. 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, paragraph 1; information relating to an individual.

14. EXEMPT MINUTES (PAGES 97 - 100)

To confirm and sign the exempt minutes of the meeting held on 26 June 2017 and of the special meeting held on 22 June 2017.

15. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS (PAGES 101 - 114)

Susan John, Principal Committee Co-ordinator
Tel – 020 84892615
Fax – 020 8881 5218
Email: susan.john@haringey.gov.uk

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

Thursday, 21 September 2017

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**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON MONDAY, 26TH JUNE,
2017, 7.00 pm**

PRESENT:

**Councillors: Raj Sahota (Chair), Zena Brabazon (Vice-Chair), Jason Arthur
and Viv Ross**

1. 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.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr McShane

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no such items.

6. MINUTES

RESOLVED

That the minutes of *the meeting held on 18 April 2017, and of the special meetings held on 25 April and 18 May 2017 as a correct record* and signed by the Chair.

7. SICKNESS ABSENCE REPORT 2016/17

The Committee considered the report on sickness absence for 2016/17, as presented by Carole Engwell, HR Quality Assurance Manager. The report focused on details of Haringey's sickness absence for the previous year as well as current initiatives and future developments. It was noted that there was an average of 9.5 sickness absence

days per employee with the major cause of short term sick being minor illnesses such as colds, coughs and musculo-skeletal injuries. However the areas with the highest levels of reported absence were mainly the Adults & Childrens services.

The Committee went on to discuss the various options and initiatives currently available to staff namely,

- Employee Assistance Program (EAP)
- Whittington Hospital's Occupational Health Service
- Greater emphasis on Wellbeing, and
- Employee Wellbeing Index arranged by MIND

The Committee were given an update on each of the above areas and how they were helping to support both staff and management.

The Committee next reviewed the presentation provided by First Care on the pilot project soon to be introduced for a trial period. The presentation summarised the process to be followed by staff members which would involve calling a 24/7 advice line and speaking to a qualified nurse instead of contacting their line manager. The nurses would be able to provide medical advice and discuss a return to work date and all the details would then be passed onto the line manager. The Committee were informed that the pilot would be for a 12 month period.

The members raised their concern and scepticism as to whether this new service would actually reduce absence rates by the 35% that had been claimed and whether First Care would be able to identify those members of staff who habitually take Monday's off etc. Richard Grice emphasized the fact that once the pilot had begun, in the first instance, data collected will show an increase in sickness absence due to the improved accuracy of recording but assured the Committee that this would level out over time.

It was agreed that the Committee would be notified as regards the specifics being done by Heads and Directors to support staff particularly in the departments most affected.

Action: Interim Head of HR Transformation

It was also agreed that the Committee would receive an update on the progress of the pilot and a summary analysis of the underlying reasons for sickness obtained by the data at the next meeting.

Action: HR Quality Assurance Manager

RESOLVED

That the Committee note the details of sickness absence for the financial year 2016/2017 along with the update of current initiatives and future developments.

8. SENIOR MANAGEMENT TEAM STRUCTURE CHANGES

The Committee considered the report on the senior management team Structure changes, which was presented by Richard Grice, Assistant Director of Transformation & Resources. In response to a question from the Committee regarding whether this

new structure included new members of staff it was confirmed that the only new role to be appointed would be the Chief Finance Officer and that Tracie Evans would remain the Section 151 Officer until that appointment had been made.

RESOLVED

That the Committee note the changes to the senior management structure.

9. PERFORMANCE MANAGEMENT (JANUARY - MARCH 2017)

The Committee considered the Performance Management Report for quarter 4, January to March 2017, as presented by Carole Engwell, HR Quality Assurance Manager. It was reported that the cost of non-employed workers was continuing to reduce and that the number of consultants contracts had gone down from 66 to 39.

It was also highlighted that work was being done with the Procurement Team to also reduce day rates. The Committee were advised that due to the changes relating to IR35 the number of consultants was reduced by 11.

It was agreed that a full report on IR35 and its implications be presented to the Committee at the next meeting.

Action: HR Quality & Assurance Manager.

The Committee were notified that work on improving equalities data was still undergoing and that there would be an introduction of E-Payslips which would enable HR to obtain the email address of staff so that forms could be distributed and returned securely.

In response to a question from the Committee, it was confirmed that the percentage of BAME staff in senior grades was low and needed to be addressed. However, it was highlighted that there were a number of programs on development along with support and training aimed at tackling this issue.

The Committee asked the reason for the considerably higher day rates paid to certain consultants and why the duration was so long for certain contracts. It was reported that these were specialised posts that were hard to recruit to and therefore in order to obtain a high level candidate it was necessary to pay market rate. It was also reported that contracts occasionally extended but this would always be in an exceptional case.

It was agreed that all consultants contracts over £100k that extend beyond 12 months be reported to the Staffing & Remuneration Committee and an update report detailing these be presented at the next meeting.

Action: HR Quality & Assurance Manager.

RESOLVED

That the Committee note the content of the report.

10. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

11. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

12. EXEMPT MINUTES

The Committee considered exempt information pertaining to agenda item 6.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON THURSDAY, 22ND
JUNE, 2017, 1.15 pm**

PRESENT:

Councillors: Raj Sahota (Chair), Viv Ross and Alan Strickland

104. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Brabazon, Cllr McShane and from Cllr Arthur, for whom Cllr Strickland was substituting.

105. URGENT BUSINESS

There were no items of urgent business.

106. DECLARATIONS OF INTEREST

There were no declarations of interest.

107. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - STRATEGY & COMMUNICATIONS

The Committee considered the report of the Interim Chief Executive on the appointment to the position of Assistant Director, for Strategy & Communications, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, and considered the recommendation of an interview panel which took place prior to the Committee convening.

RESOLVED

a) That the Committee appoint Erica Ball to the post of Assistant Director for Strategy & Communications

b) That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.

108. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - AREA REGENERATION

The Committee considered the report of the Strategic Director of Regeneration, Planning and Development on the appointment to the position of Assistant Director,

for Area Regeneration, in accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, and considered the recommendation of an interview panel which took place prior to the Committee convening.

RESOLVED

- a) That the Committee appoint Peter O'Brien to the post of Assistant Director for Area Regeneration.
- b) That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.

109. EXCLUSION OF THE PRESS AND PUBLIC

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

110. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - STRATEGY & COMMUNICATIONS

The Committee considered exempt information pertaining to agenda item 4.

111. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR - AREA REGENERATION

The Committee considered exempt information pertaining to agenda item 4.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

Report for: Staffing & Remuneration Committee

Item number: 7

Title: People Report – June 2017

Report authorised by: Richard Grice,
Interim Director for Transformation & Resources

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: N/A

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

1. Describe the issue under consideration

The Human Resources team have developed a new People Report which combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements absence reports, labour turnover and restructures.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

The new People Report has been designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making and will replace the current Performance Management Report for the Staffing & Remuneration Committee.

7. Contribution to strategic outcomes

In order to streamline the production of timely workforce data the Human Resources team will in future compile a single set of reports and analysis for the use of the both officers and members.

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

It will enable officers and members to track the progress of related initiatives controlling recruitment, the reduction of establishment numbers; and on-going restructuring exercises, as outlined in the Workforce Plan and the Medium Term Financial Strategy.

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

8.1 Chief Finance Officer

This report is writing to measure the change in the workforce, its link to budget is monitored as part of the monthly budget monitoring process.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from the report.

9. Use of Appendices

Appendix A – People Report (June 2017)

10. Local Government (Access to Information) Act 1985

People Report

June 2017

People Report

Contents

Permanent Establishment Summary

Off-Payroll Summary

Restructure Update

Job Levels

Roles have been grouped into eight levels:

- Level A – Snr. Leadership Team (SLT)
- Level B - Directors / Assistant Directors
- Level C - Heads of Service / Snr. Professional III
- Level D – Dept. Manager / Snr. Professional II
- Level E – Snr. Team Leader / Snr. Professional I
- Level F – Team Leader / Prof. & Tech. II
- Level G – Prof. & Tech. I
- Level H – Vocational & Administrative

Job Levels

Roles have been grouped into eight levels:

Senior Managers

- Level A
 - Senior Leadership Team (SLT)
- Level B
 - Directors / Assistant Directors
- Level C
 - Heads of Service / Senior Professional III

Job Levels

- Level D –

Department Manager / Senior Professional II

Jobs which either manage a function or department within an operation or technical area; or are the main provider of professional advice and services in a key aspect of the organisation's activities. The work is highly diverse. Activities are within broad policy framework.

Jobs at this level include PO6, PO7 and PO8

Job Levels

- Level E –

Senior Team Leader / Senior Professional I

Jobs at this level manage certain operations within a function, or provide a professional service in a key area, or lead a small team of specialists. The work is diverse. Activities are within broad policy guidelines.

Jobs at this level include PO4 and PO5

Job Levels

- Level F –

Team Leader / Professional & Technical II

Jobs at this level may lead a small team of administrators or support workers, or provides a specialist/basic professional service. There is some diversity in role requirements. Activities are within specified policy and procedural guidelines.

Jobs at this level include SO1, PO1, PO2, PO3

Job Levels

- Level G –

Professional & Technical I

Jobs which provide moderately complex administrative and support services. Work is generally standardised. Freedom to decide on methods and priorities is limited.

Jobs at this level include Scales 5 and 6.

Job Levels

- Level H –

Vocational & Administrative

Jobs which provide basic and administrative support services. Their work is largely prescribed and the freedom to act is fairly limited. Role requirements are clearly defined.

Jobs at this level include Scales 1, 2, 3 and 4.

Permanent Establishment

Base Pay Review – Summary

Employee Group	Mar-15			Jun-17			Difference		
	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)
NJC	2621	2310.0	£71,921,994	2055	1848.5	£60,367,523	-566	-461.5	-£11,554,470
NHS	7	7.0	£530,026	5	5.0	£415,801	-2	-2.0	-£114,225
Soulbury & Teachers	49	43.7	£2,226,338	62	51.6	£2,568,484	13	7.9	£342,146
Senior Managers	85	84.2	£6,190,473	100	99.0	£7,751,062	15	14.8	£1,560,590
Total	2762	2444.8	£80,868,831	2222	2004.1	£71,102,871	-540	-440.8	-£9,765,960

Permanent Establishment

Base Pay Review – Month on Month

Employee Group	May-17			Jun-17			Difference		
	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)	Workforce (HC)	Workforce FTE	Total Base Pay (Annual)
NJC	2070	1862.7	£60,723,668	2055	1848.5	£60,367,523	-15	-14.2	-£356,145
NHS	5	5.0	£415,801	5	5.0	£415,801	0	0.0	£0
Soulbury & Teachers	62	52.0	£2,591,944	62	51.6	£2,568,484	0	-0.4	-£23,460
Senior Managers	97	95.8	£7,533,736	100	99.0	£7,751,062	3	3.2	£217,326
Total	2234	2015.4	£71,265,149	2222	2004.1	£71,102,871	-12	-11.3	-£162,279

Permanent Establishment

Commentary

- The reduction in the permanent establishment has been slower than hoped but these figures should be read in conjunction with the reduction in utilisation of agency and interim workers.
- HR Business Partners will continue to challenge the automatic replacement of staff who leave the Council.

Off Payroll Report

By Category

- Agency
- Interim
- Consultant

Off Payroll Report

Agency Workers - I

- The majority of agency workers will be utilised for short term or stop gap situations where the Council need to address an imbalance in the workforce / workload equation.
- Roles are usually of a more junior status which require little in the way of induction, training or initiation before becoming reasonable effective.
- Engagement process is uncomplicated and usually limited to Levels G and H.

Off Payroll Report

Agency Workers - II

- Length of assignments are normally limited, typically up to 12 weeks, as the initial need has been addressed.
- Short term needs frequently but not invariably command a premium, however, after 12 weeks the need for a premium is questionable. Agency Worker Regulations also take effect after 12 weeks and rates are equalised at this point.

Off Payroll Report

Interim Staff

- Interim staff are brought in to fulfil an established role. The need to address the vacancy with a temporary solution often occurs where the organisation hierarchy needs to maintain its integrity.
- Manager and team leader vacancies are commonly filled by interims but so too are professional roles. Usually but not exclusively limited to Levels D, E and F.
- In order for interim appointments to be effective in the role their engagement, induction and training will be similar to that expected from a permanent appointment.

Off Payroll Report

Contractors and Consultants

- This category involves those individuals that bring with them a level of proficiency in a subject matter which the Council does not possess in-house or need on a long term basis. They are normally linked to a transformation project, either directly or indirectly; and as a result the length of their engagement will vary depending upon the intended outcomes of the project.
- Engagement can be straightforward and their induction is limited to the project, area or activity for which they have been specifically recruited.
- Remuneration is usually linked to results although this may be phased and related to agreed milestones.

Off Payroll Report

Summary

Off-Payroll Workers	Mar-15			Jun-17			Difference		
	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)
Agency	475	391.0	£22,700,270	342	297.0	£15,455,856	-133	-94.0	-£7,244,414
Consultants	30	30.0	£4,574,016	14	11.3	£1,597,332	-16	-18.7	-£2,976,684
Interims	37	37.0	£4,846,260	14	14.0	£1,725,768	-23	-23.0	-£3,120,492
Total	542	458.0	£32,120,546	370	322.3	£18,778,956	-172	-135.7	-£13,341,590

Off Payroll Report

Month on Month

Off-Payroll Workers	May-17			Jun-17			Difference		
	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)	Workforce (Headcount)	Workforce (Utilisation)	Cost (Annualised)
Agency	338	290.0	£16,494,804	342	297.0	£15,455,856	4	7.0	-£1,038,948
Consultants	12	9.2	£1,222,272	14	11.3	£1,597,332	2	2.1	£375,060
Interims	14	14.0	£1,772,952	14	14.0	£1,725,768	0	0.0	-£47,184
Total	364	313.2	£19,490,028	370	322.3	£18,778,956	6	9.1	-£711,072

Off Payroll Report

Agency Workers - Commentary

- Length of assignments are normally limited, typically up to 13 weeks. HR Business Partners will continue to challenge the use of agency staff on a long term basis.
- The redeployment process continues to be an important precondition in the engagement of agency staff mitigating the effects of redundancy.

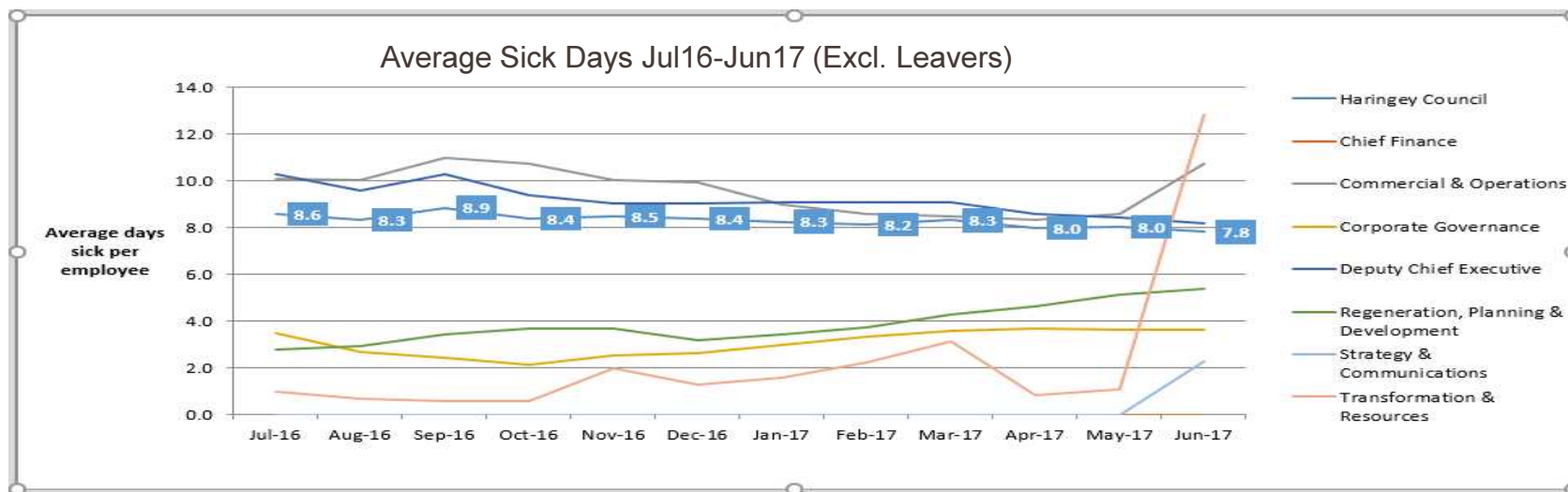
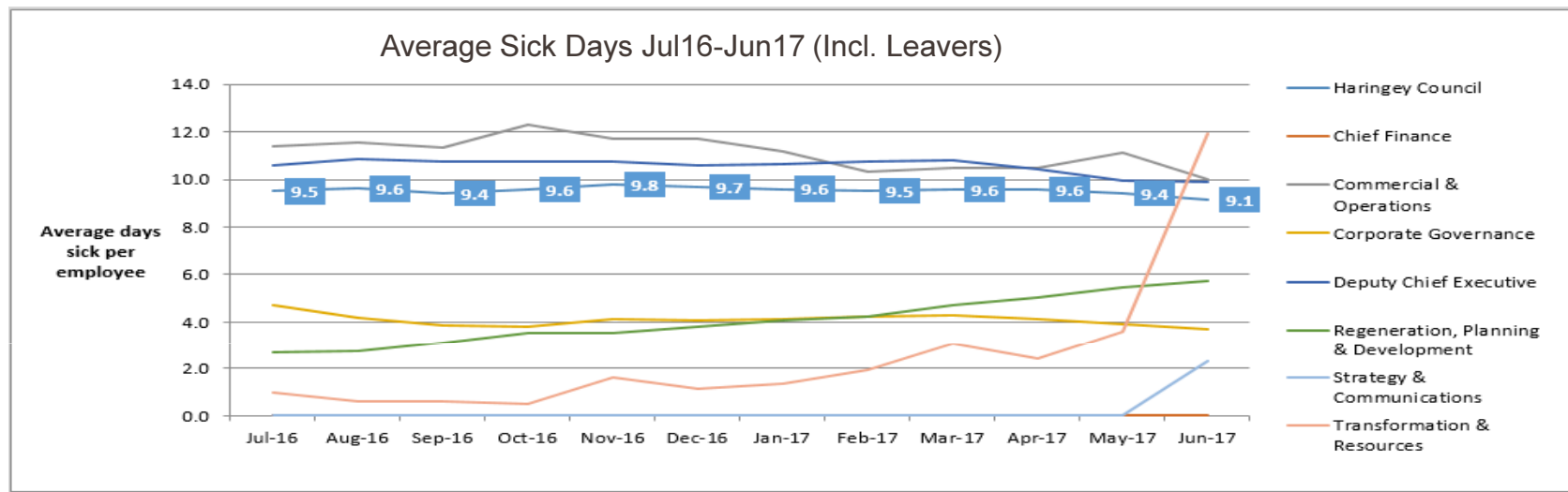
Workforce Plan

Headcount Reduction Target		
Year	Annual	Total
2015/16	235.0	235.0
2016/17	295.0	530.0
2017/18	103.5	633.5

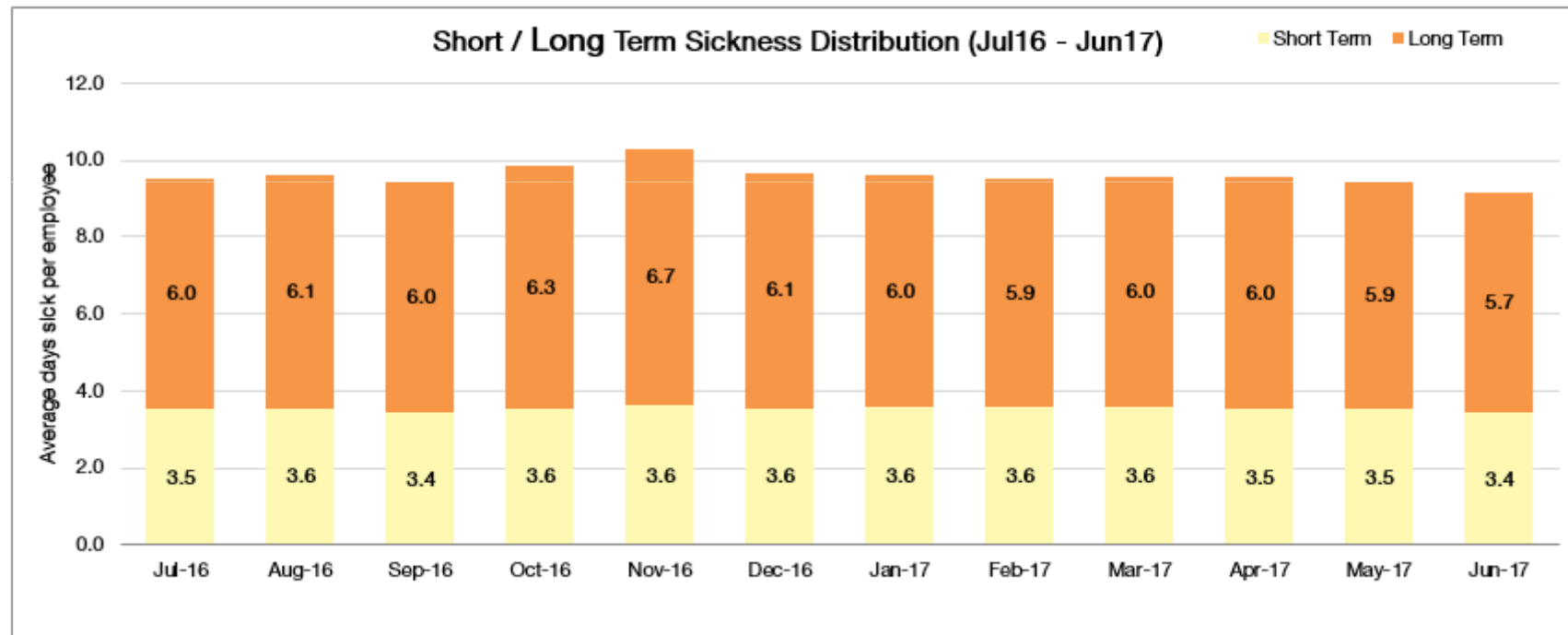
Restructure Summary

- Human Resources have identified 14 restructure activities currently taking place within the Council.
- Eight are at the Pre Planning stage, i.e. feasibility exercises are currently being carried out to assess cost savings and headcount reduction. No headcount reduction target has been identified at this stage.
- Three are at the Planning stage, i.e. the feasibility exercise is complete but consultation has not yet started. Anticipated Headcount Reduction from these restructures is 7 full time equivalent posts.
- Three are at the Consultation stage, i.e. the first two stages have been completed and we are awaiting the results of the consultation. Anticipated headcount reduction from these restructures is 6 full time equivalent posts.

Absence Reporting - Days Lost



Absence Reporting Long Term v Short Term



Absence Reporting

- Commentary
- HR Business Partners will continue to support line managers with cases of long term absence.

DEFINITION:

Long term is defined as an average period of absence lasting 20 days or more

Short term is defined as an average period of absence lasting 19 days or less

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Report for: Staffing & Remuneration Committee, 2nd October 2017

Item number: 8

Title: Off-Payroll Intermediaries Legislation

Report authorised by: Richard Grice,
Interim Director for Transformation & Resources

Lead Officer: Carole Engwell, HR Quality Assurance Manager

Ward(s) affected:

Report for Key/ Non Key Decision:

1 Describe the issue under consideration

The report looks at changes to the Off-Payroll Intermediaries legislation known as IR35, that were introduced on 6th April 2017 and the impact that these changes have had on the Council's off-payroll workers. The report is an update to the report considered by the Committee on 18th April 2017 which outlined the changes that had been made and the Council's initial response to them.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

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

4 Reason for Decision

Not applicable.

5 Alternative options considered

Not applicable.

6 Background information

6.1 Changes to the intermediaries legislation were introduced to ensure that off-payroll workers in the public sector who were working via an intermediary such as a personal services company (PSC) or as a sole trader, and who if they had been employed directly would have been subject to PAYE and National Insurance had these deductions made from the income they received. The changes to the legislation shifted the responsibility for determining the tax status of the individual from the intermediary to the end client. As a result, each off-payroll worker working in the Council on 6th April was assessed to determine their status.

- 6.2 At the beginning of April, there were 374 off-payroll workers in the authority and 167 (44%) of these were working through a PSC. By August, the number of workers had reduced to 371 with only 75 (20%) working via a PSC. The majority of agency workers who had a PSC in April have either opted to be paid by an umbrella body or have left.

01.04.17	PSC Workers	In Scope PAYE	In Scope Umbrella	Out of Scope	Leavers / Changes
Agency	127	96		12	19
Consultants/ Interims	39	16		10	11 leavers 2 changed contracts
01.08.17	PSC Workers	In Scope PAYE	In Scope Umbrella	Out of Scope	
Agency	44	18	26	1	
Consultants/ Interims	31	0	22	9	

All the Consultants or Interim workers who have been assessed as In Scope have continued to be paid into their PSC but have opted to use an umbrella body which acts as a payroll agency making deductions at source.

- 6.3 As the changes affected workers in the public sector, only those with transferable skills were realistically in a position to move. Many of the Council's agency off-payroll workers were in roles found only in the public sector such as Social Workers or Housing Benefits Officers and they would have had little to gain by leaving. 9 of the agency workers who left were working in Adults or Children's Services, a relatively high number as most of them would probably have moved elsewhere within the public sector. Workers in Finance were those most likely to be able to move sectors, and 37% of them chose to leave (2 agency workers and 4 consultants) as a result of the changes. Five of them were replaced immediately as they were working on preparation of the final accounts.
- 6.4 By the end of April, 18% of all those assessed as in-scope had opted to leave. As anticipated, proportionally more consultants (28%) than agency workers (15%) decided to leave largely due to the portable nature of their experience and skills.
- 6.4 The effect of being assessed as in scope substantially reduced the monthly income for some off-payroll workers. Prior to the legislation being introduced, there was concern that some of those involved in key transformation projects would opt for a move into the private sector. Information that had been received from the HMRC indicated that on average, organisations should have expected to lose around 20% of their off-payroll workers as a result of IR35 changes.

But overall, the changes were far less disruptive than were originally anticipated and replacement contracts set up from May onwards have either been to those with Umbrella status or to agency workers who were direct employees of their agency and were therefore not affected by the IR35 changes.

- 6.5 There has been an impact on monthly spend as overall this has increased by £317,000 since April, partly due to rate increases offered to key staff and partly as a result of the additional costs incurred for agency workers who have moved to PAYE, these include holiday pay, a element for NI, pension contribution and the apprenticeship levy.
- 6.6 The rate increases were agreed as an exception for nine key workers in Regeneration and averaged £29 per day. All rate increases that were requested had to be agreed by the Director and relevant Priority Sub Group with assurances from the line manager that they could be contained within the existing budget. Three of those who had increases agreed were agreed for a three month period to enable the project to be completed and have since left.

7 Contribution to strategic outcomes

Not applicable .

8 Statutory Officers' comments

8.1 Chief Finance Officer

No finance comments.

8.2 Assistant Director of Corporate Governance

The legislative changes mentioned in the report were brought in by the Finance Act 2017 as regards income tax. As regards National Insurance contributions, they will be brought in by amendments to the Social Security Contributions (Intermediaries) Regulations 2000.

9 Use of Appendices

None

10 Local government (Access to Information) Act 1985

Not applicable.

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Report for: Staffing & Remuneration Committee, 2nd October 2017

Item number: 9

Title: Sickness Absence June 2016 / 17

Report

authorised by : Richard Grice, Interim Director Transformation & Resources

Lead Officer: Carole Engwell, HR Quality Assurance Manager

Ward(s) affected:

Report for Key/

Non Key Decision:

1 Describe the issue under consideration

1.1 The report provides the Committee with details of the role played by HR in supporting managers to more effectively manage sickness absence and provide details of specific interventions that have been introduced to reduce absence levels.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

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

4 Reason for Decision

Not applicable.

5 Alternative options considered

Not applicable.

6 Background information

6.1 Day to day HR support for managers who are managing absence is available from the HR Advice team. The Advisers are the first point of contact for managers to give advice on operational aspects of policy implementation or to signpost managers to other services where specific support may be more readily available. The HR Business Partners provide strategic support to the Head of Service or to directorate management teams including identifying those areas where targeted support would be most beneficial which may be for either long term cases or where a high level of short term absence is being experienced.

6.2 The first intervention that managers must undertake is to conduct the Return to Work Interview on the employee's return from sick leave. The interview is widely regarded as best practice as it gives both parties the opportunity to discuss the effect that the absence had on the work of the team; the fitness of

the employee for work and whether the illness was such that additional absence may be likely and to brief the employee on any developments during their time away. If sickness continues, an Absence Review meeting is held when the trigger of six days absence in twelve months is reached. Both of these are local interventions which are attended only by the individual and the manager.

- 6.3 If a manager needs guidance or advice about conducting either the Return to Work or Absence Review meetings, they can attend one of the monthly drop in surgeries held by the HR Advice Team. The surgeries aim to provide timely, ad hoc guidance either for new managers who may be managing sickness for the first time, or for more experienced managers who want some advice on case management or other support networks available, such as the employee assistance programme.
- 6.4 Occasionally, specialised occupational advice is needed and before a management referral is sent, advice can be sought from the HR team to ensure that the referral is completed correctly. HR advice may also be needed when the assessment report is received, especially where reasonable adjustments are recommended including short or long term changes to the employee's working patterns or provision of specialist equipment.
- 6.5 In addition to HR or occupational health support, the employee assistance programme (EAP) is also available to managers or staff to access free, confidential advice on work, home and personal issues. In the past twelve months the EAP has been regularly used with 55% of those accessing it requesting advice on employment related issues.
- 6.6 More tailored support has been introduced in the form of a programme of training sessions that were designed and facilitated by HR and were run over the past year. The one day course was designed to provide skills and knowledge training to new managers as well as being a useful refresher training event for existing managers. Over the year, 82 line managers have attended the courses with positive feedback being received.
- 6.7 A series of monthly challenge meetings have also been introduced across the organisation, held by Heads of Service and their HR Business Partner. The sessions are intended to challenge operational managers on the steps they have taken to manage high absence in their area and to provide support for managers who have moved from informal to formal management.
- 6.8 In addition to the training programme and challenge sessions, HR Business Partners have been working with their Assistant Directors to implement more robust performance management. Heads of Service who are responsible for overall absence levels in their areas are expected to be monitored against this objective in their My Conversation review and line managers with the day to day responsibility for managing sickness are expected to show how they deal with long term or persistent short term absences in their team. As a result of the additional scrutiny, the average number of sickness days per employee has reduced in the three directorates that have shown the highest absence levels.

- Adults' Services average levels have reduced from 13.8 to 12.7 days
- Children's Services have seen a reduction from 11.4 to 10.7 days
- Commercial & Operations have seen a reduction from 11.4 to 10.0 days.

The reduction in Adults' Services has been achieved at the same time as a period of major restructures and headcount reductions in the directorate which has had an adverse impact on sickness levels.

- 6.9 The start of the pilot for the introduction of First Care, the external company who will receive calls from an individual on their first day of absence, has been set for November 2017. There will be two business areas taking part, the Commercial and Operations Directorate and the Business Support team in the Shared Service Centre. The pilot will cover both office based staff and those working off site and outside, it will last for six months and a report will be brought to the Committee after this to outline the progress made and next steps.
- 6.10 The measures that have been put in place over the past twelve months to provide targeted training, management support and to support culture change have all contributed to the reduction of absence levels and it is expected that these initiatives will continue to take effect over the coming months.

7 Contribution to strategic outcomes

Not applicable.

8 Statutory Officers' comments

Assistant Director of Corporate Governance

- 8.1 When an employee develops health issues their manager must ensure that they have a full discussion with the employee to ensure that they have a full understanding of the type of issues which will enable them to take appropriate steps to facilitate a return to work. Under the current policy, employees must telephone their line manager before 10.00am (or a time previously agreed with the employee) to say that they are unable to attend work. They must give an indication of their illness and an expected date of return
- 8.2 The return to work interview is an opportunity for the line manager to ascertain if the illness has been caused by work, for example through stress or bullying, or if the employee is experiencing any difficulties at home e.g. caring responsibilities or domestic violence.. The employee may have taken time off which should not be recorded as sick leave and should properly be recorded as a different type e.g. sick dependants leave, ante-natal care, medical screening, compassionate leave, unpaid special leave or unauthorised absence.
- 8.3 Employers have a legal duty to make reasonable adjustments for disabled employees (Equality Act 2010) and to take positive steps to ensure that disabled people are not discriminated against because of a mental or physical impairment.

- 8.4 If Occupational Health advice is that the employee is temporarily unfit for his/her substantive role, the team/service will be responsible for identifying suitable, short term, alternative employment.
- 8.5 If Occupational Health advice confirms that the employee is permanently unfit to carry out their substantive role but is otherwise fit for work and where there is no suitable alternative post within the team/service, a formal discussion will be had with the employee, as part of the Sickness Absence & Monitoring Policy. The employee will be subject to the redeployment process for a period of 3 months from the date of the meeting.

Chief Finance Officer

- 8.6 There are some financial impact for long term sickness cover which equates to approximately about 0.3% of the the agency/contractor recruited from Hays Recruitment Agency headline report for the month of July 2017. Of the total spend on agency cost in the month of £1.45m, these 3% have analysed further for their monetary values is £37.5k and are mainly within front line services such as Children and Adults

9 Use of Appendices

None

10 Local government (Access to Information) Act 1985

Not applicable.

Report for: Staffing & Remuneration Committee, 2nd October 2017

Item number: 10

Title: Schools Model Pay Policy

Report authorised by : Richard Grice, Interim Director Transformation & Resources

Lead Officer: Liz Hammond, Interim Head of HR Transformation

Ward(s) affected:

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

1 Describe the issue under consideration

1.1 The report provides the Committee with the updated Model Schools Pay policy for approval.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

The report is for the Committee to approve the updated Schools Model Pay policy for September 2017 and recommend it's adoption to Haringey maintained Schools.

4 Reason for Decision

The Schools Model Pay Policy has to be updated annually each September in line with nationally agreed changes to the pay scales.

5 Alternative options considered

Not applicable.

6 Background information

6.1 The 2017 School Teachers' Pay and Conditions Document (STPCD) has been Published, following a short period of consultation over the summer break. The STPCD implements the recommendations in the School Teachers' Review Body's (STRB) 27th Report. All of these recommendations were accepted in full by the Secretary of State for Education. The STPCD is statutory for all local authority maintained schools.

The Report made the following recommendations on teachers' pay:

- *a 2% uplift to the minimum and maximum of the main pay range (MPR);*
- *a 1% uplift to the minima and maxima of the upper pay range (UPR), the unqualified teacher pay range and the leading practitioner pay range;*

- *a 1% uplift to the minima and maxima of the leadership group pay range and head teacher group pay ranges; and,*
- *a 1% uplift to the minima and maxima of the Teaching and Learning Responsibility (TLR) and Special Educational Needs (SEN) allowance ranges.'*

6.2 The Schools Model Pay Policy for September 2017 has been updated at Appendix 4 to reflect the new pay grades and has been consulted/negotiated through the Schools Committee Group which has membership of representatives from all relevant trade unions and head teachers.

7 Contribution to strategic outcomes

Not applicable.

8 Statutory Officers' comments

Assistant Director for Corporate Governance

No comments.

Chief Finance Officer

No comments

9 Use of Appendices

None

10 Local government (Access to Information) Act 1985

Not applicable.



Haringey Schools Policies

Model Pay Policy

Date of issue:	September 2017
Status: This Model Pay Policy is effective from September 2017. A process of consultation with the relevant trade unions has been undertaken. This policy is the recommended policy for adoption by the Governing Bodies of Community and Voluntary Controlled schools. Voluntary aided or foundation schools may also choose to adopt it Advice and support on this policy is available from the school's HR service.	

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1. Introduction

- 1.1 This pay policy seeks to ensure that all staff are fairly and equitably rewarded for their contribution to the school. This policy is intended to be a whole school policy; however it predominately relates to setting a framework for making decisions on teachers' pay.
- 1.2 This policy has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document 2017 (STPCD). This policy should be read and implemented in accordance with the STPCD.
- 1.3 Changes in the pay of support staff in community schools will be determined in accordance with the Council's decisions as recommended to governing bodies. The Council will consult with recognised trade unions prior to making any changes to this policy.
- 1.4 The pay policy will work in conjunction with the school's teacher appraisal policy with regard to pay decisions (which are linked to individual performance), and the appraisal policy should be read in conjunction with this policy.
- 1.5 The policy will be reviewed annually by the governing body and particularly where there are changes in the STPCD affecting areas of discretion to be exercised by the 'relevant body' (which, for community schools, is the governing body).

2. Principles

- 2.1 The governing body is committed to the operation of an appraisal process for teachers and support staff, with the objective of supporting the progress of pupils and the maximising professional development of all staff.
- 2.2 In this school all staff can expect to receive regular, constructive feedback on their performance. In addition, all staff will be given an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. For teachers, decisions regarding pay progression will be made annually with reference to the most recent appraisal report.
- 2.3 The governing body will ensure that its processes are open, transparent and fair. All decisions made in line with this policy will be reasonable and justified.

3. Roles and Responsibilities

3.1 The governing body will:

- Maintain and improve the quality of education offered by the school by adopting a pay policy which supports the school's overall aims and priorities (as set out in the school development plan).
- Balance the competing demands made on the school's limited budget so that all needs are addressed as effectively as possible.
- Manage its pay policy in a fair, reasonable and open manner.
- Keep its policy in line with the government's initiatives around workforce reform.
- Support the Council's policy to pay employees an hourly rate no lower than the London Living Wage as announced by the Mayor of London. Contractors are encouraged to commit to paying the London Living Wage to staff they employ to provide services to the school.
- In relation specifically to leadership pay:
 - Consider annually whether or not to increase the salary of members of the leadership group;
 - Set the appropriate levels of pay for the different roles;
 - Assure themselves that appropriate arrangements for linking appraisal to pay are in place and can be applied consistently, and that pay decisions can be reasonable and justified;
 - Approve salaries and the award of performance pay in line with the school's pay policy; and
 - Identify and consider budgetary implications of pay decisions and consider these in the school's spending plan.
- Establish a pay committee, comprising of at least three governors. All governors will be eligible for membership of the pay committee and will be eligible to take part in any discussions (including those relating to individuals) where their interest cannot be called into question in terms of any form of bias to one individual or another on the basis of prior, existing or expected future relationships, professional or personal. Decisions of the pay committee will be placed in the confidential section of the governing body's agenda.

3.2 The Pay Committee will:

- Ratify pay decisions for individual teachers as required by the pay policy, taking into account the recommendations contained within appraisal documentation.
- Review the implementation of the policy annually including assessment of the impact of the policy on progression trends to ensure compliance with equalities legislation, consulting with the headteacher, staff and trade union representatives; and submitting findings to the governing body for approval.
- Be responsible for organising teacher pay appeals.

3.3 The headteacher will:

- Submit any updated pay policy to the governing body for approval.
- Ensure that the school's Senior Leadership Team (SLT) are briefed as appropriate on the application of the governing body's approach to linking performance appraisal to pay progression and ensure consistency of approach in the application of this policy.
- Have the final say on all recommendations in relations to pay progression or otherwise.
- Submit pay recommendations to the governing body and ensure the governing body has sufficient information upon which to make pay decisions;
- Ensure that teachers are informed about decisions reached and that records are kept of recommendations and decisions made.

4. Equality

4.1 Decisions relating to pay must always be applied fairly and in accordance with employment legislation and the school's Equality and Diversity in Employment Policy.

5. Support staff pay

5.1 The governing body will apply the national (the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service - Green Book) and locally agreed conditions of service.

5.2 The Greater London Provincial Council (GLPC) job evaluation methodology for support staff should be used as a method of reviewing grades when duties change, jobs are created or the governing body reviews salaries for support staff. Grading structures and allowances will reflect those set out in the Equal Pay & Conditions Review – 'Single Status' Agreement (2008).

5.3 Where an employee was previously employed under Local Government service conditions of service immediately prior to his/her taking up a post at the school the employee will be paid a salary at the equivalent spinal point where this is within the overall grade of the post.

5.4 Support staff can appeal a job evaluation grading if their grade goes down or they can request a review of their grade evaluation by their HR provider if the job is evaluated at the same grade as previously, or a lower than the expected grade. Advice from the school's HR service will be sought on the specifics of the appeal process.

5.5 For additional time limited tasks, an honorarium may be paid. Where honoraria are proposed a record should be kept of the additional work undertaken by the individual and any advice sought from the school's HR service on the appropriate size of the honoraria. Where honoraria are being

considered consideration should be given to ensuring all staff have equal access to the opportunity. Honoraria shall be reviewed regularly and will not be used as a substitute for updating structures and job descriptions where the change is likely to be permanent.

5.6 Where a post's hourly rate falls beneath the London Living Wage rate, a supplement shall be paid to the Employee to bring them up to this level. In line with the Haringey agreement increases in the London Living Wage rate shall be effective from the date of the announcement from the Mayor's Office.

6. Teachers' pay

All teachers employed at the school are paid in accordance with the statutory provisions of the STPCD, as updated. A copy of the STPCD 2017 may be viewed online at www.gov.uk.

6.1 Pay Reviews and Progression

6.1.1. The governing body (through the pay committee) will ensure that every teacher's salary is reviewed with effect from (and any decisions backdated to) 1 September each year and no later than 31 October (31 December for headteachers). Where a teacher is on long term absence at the relevant time consideration will be given to adjusting the timing on a case-by-case basis. By 31 October, the governing body will provide the teacher with an individual written statement setting out their salary and any allowances to which they are entitled.

6.1.2 Pay reviews for all teachers, including the headteacher, will be conducted in line with the STPCD, and will be based on performance as recorded through staff appraisal. Pay progression is not automatic for teachers. Every appraisal report will contain a pay recommendation (see the teacher appraisal policy). Final decisions about whether or not to accept pay recommendations will be made by the governing body (through the pay committee where appropriate), having regard to evidence provided as part of the performance appraisal review and process. All pay decisions (i.e. no movement, one point or two points) will be clearly attributable to the performance of the teacher. The governing body /pay committee must be able to justify its decision.

6.1.3 For eligible teachers to move up the teachers' pay range, all teachers, including the headteacher will need to have successfully completed their appraisal. The evidence used will be only that available through the performance appraisal process as outlined in the teacher appraisal policy.

6.1.4 Decisions not to progress up the pay spine will only be made in circumstances where concerns about standards of performance have already been raised as part of the appraisal process.

6.1.5 Reviews may take place at other times of the year to reflect any changes in circumstances or job description that leads to a change in the basis for calculating an individual's pay. A written statement will be provided after any review and where applicable will give information about the basis on which a decision was made.

6.2 Absence or partial completion of objectives

6.2.1 Where a teacher has been absent for some or all of the appraisal cycle, for example, as a result of long-term sickness absence or maternity leave, the assessment in relation to pay progression will be based on performance during any period of attendance and/or prior performance. In exceptional circumstances, for example where objectives have not been fully met due to factors entirely outside the control of the appraisee, the appraiser may apply discretion in recommending pay progression where good progress towards objectives has been made.

6.3 Headteacher Pay

6.3.1 Determining the Headteacher group and pay range

The governing body will assign the school to a headteacher group as set out in the STPCD by reference to the school's total unit score, calculated in accordance with the STPCD before determining the headteacher's pay range for the post. This determination includes STPCD advice on headteacher pay if the headteacher is appointed as headteacher of more than one school. In any determination or redetermination of leadership pay, the pay range for the headteacher will start no lower than the minimum of the relevant headteacher group and the pay range for any deputy or assistant head.

On Appointment:

When determining the headteacher pay range, the governing body will take into account:

- all the permanent responsibilities of the role, including any permanent responsibility as the headteacher of more than one school;
- any challenges that are specific to the role;
- all the other relevant considerations, for example, any recruitment and retention difficulties, the requirements for a fixed-term appointment or candidate specifications, including how well the appointee meets the requirements of the post; and
- how much room is appropriate for progression for the individual?

The governing body may also determine to use its discretion to set the leadership pay range up to 25% above the headteacher group. In exceptional circumstances that are supported by a robust business case, the governing body may agree to award above the 25% limit. In both such circumstances the governing body must seek external independent advice (e.g. from the LA) before a decision is made.

When determining the headteacher pay range to advertise, the governing body will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the governing body considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack. The governing body will record its reasons for the determination of the head pay range and salary on appointment.

Where the headteacher pay range has been determined prior to 1 September 2011 and is above the calculated group size, it will remain in place for so long as that headteacher pay range applies and until a new determination is made. A new determination must be made should the headteacher post become vacant.

Where the governing body has, prior to 1 September 2011, made a decision to increase the individual school range beyond the maximum of the leadership pay range this will remain in place and the governing body will continue to determine the value of each point above the highest point for so long as that headteacher pay range applies.

The governing body will ensure that the process of determining the remuneration of the headteacher is fair and transparent. There will be a proper record made of the reasoning behind the determination of the headteacher pay range and the ratification of decisions made in this respect.

The headteacher pay range for the academic year 2017-2018 is as set out in Appendix 4

6.3.2 Headteacher pay progression

See 6.1 for further details.

One-point progression will be awarded where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression.

The pay committee may re-determine the serving headteachers' pay range, in accordance with the provisions of the STPCD, as at 1 September or at any time if they consider it is necessary and justified.

6.3.3 Temporary payments to the headteacher

An additional temporary payment (of up to 25% of annual salary) in accordance with the provisions of the STPCD will only be considered for additional responsibilities that are undertaken on a clearly temporary or irregular basis, and which have not already been taken into account when determining the headteacher pay range, for example, any temporary responsibility for additional schools. All recruitment and

retention considerations must be taken into account when setting the headteacher's pay range.

The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on temporary payments, as set out in the STPCD. However, before agreeing to do so, it will seek the agreement of the governing body, which in turn will seek external independent advice before providing such agreement.

6.3.4 Overall limits on Headteacher pay

Ordinarily, the pay committee will ensure that the total sum of salary and any other payments made to the headteacher in any school year does not exceed 25% above the maximum of the headteacher group, excepting any additional payments made for residential duties that are a requirement of the post or payment in respect of relocation benefits which relate solely to the personal circumstances of the headteacher.

In wholly exceptional circumstances, the governing body will consider using its discretion to exceed the normal limits on temporary payments and the sum of total salary, as set out in the STPCD. However, before agreeing to do so, the governing body will seek advice from the Council before providing such agreement.

6.4 Deputy/Assistant headteachers

6.4.1 Determining the Deputy / Assistant headteacher pay range

Posts will meet the basic criterion of "leadership responsibilities across the whole school" to be paid on the leadership pay ranges. The professional duties of deputy and assistant headteachers are set out within the STPCD 2017.

The governing body will determine a five point pay range for deputy and assistant headteachers on 1 September each year or at any other time of year in the following circumstances:

- When it proposes to make new appointments, or
- Where there is a significant change in circumstances and / or the responsibilities of serving deputy or assistant headteachers.

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- Teachers will start no lower than the minimum of the leadership scale;
- The pay committee will determine a pay range which must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations, including recruitment and retention factors;
- Ensure that salary on appointment is such that there is scope for future performance related pay progression.

In making any decision to exercise its discretion in this respect, the governing body will ensure that to action such an increase will offer the school value for money in the services it is able to provide in relation to the costs incurred and will require evidence to support any such case. The governing body will record the rationale for leadership pay determinations and the reasons for any redetermination of pay.

When determining the deputy/assistant head pay range to advertise, the governing body will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the governing body considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack. The pay committee will record its reasons for the determination of the deputy/assistant head pay range and salary on appointment.

The governing body has determined that [number] deputy headteacher posts and [number] assistant headteacher posts are to be included in the school's staffing structure. Where there is more than one deputy headteacher or more than one assistant headteacher, the governing body have the discretion to determine different pay ranges for each post.

The governing body has determined a pay range for deputy and assistant headteachers in accordance the provisions of the STPCD 2017 with due regard to pay rates for other teaching posts and the headteacher.

The pay range for deputy headteachers for the academic year 2017-2018 is as set out in Appendix 4.

The pay range for assistant headteachers for the academic year 2017-2018 is as set out in Appendix 4.

6.4.2 Deputy / Assistant headteacher pay progression

See 6.1 for further details.

One-point progression will be awarded where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression.

OTHER CLASS ROOM TEACHERS

6.5 Leading practitioners

6.5.1 Determining the Leading Practitioner pay range

The governing body has determined that [number] leading practitioner posts are to be included in the school's staffing structure. These posts have the primary purpose of modelling and leading improvement of teaching skills. Additional duties will be set out in the job description of the leading practitioner. Successful candidates will demonstrate excellence in teaching and will be able to contribute to leading the improvement of teaching skills.

Where there is more than one leading practitioner post, the governing body have the discretion to determine different pay ranges for each post. The governing body will be able to justify its decision.

The pay range for each leading practitioner post for the academic year 2017-2018 is set out in Appendix 4.

A Leading Practitioner is not eligible for a teaching and learning responsibility payment or a special educational needs allowance.

6.5.2 Progression on the Leading practitioner pay range

See 6.1 for further details.

The governing body will consider awarding one pay point on the individual range for the post having regard to evidence provided as part of the Performance Appraisal review, the appraisal report, the relevant teachers' standards and taking into account advice from senior leaders. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression.

6.6 Classroom teachers

6.6.1 Pay on appointment

Although governing bodies are no longer required to match a teachers' existing salary on either the main, upper or the unqualified pay scales, governors will ensure that the existing pay point of teachers applying for posts in the school is matched where the salary reflects an appropriate reference point in this policy. In exceptional circumstances the governing body reserves the right to consider offering a higher alternative salary level. Advice will be sought from school's HR service before any such decision is taken.

6.6.2 Upper Pay Range

Qualified teachers who have applied for and been assessed by this school as meeting the standards for payment on the Upper Pay Range will be paid in accordance with the school's upper pay range as set out in Appendix 4. The criteria and process to progress to the Upper Pay range can be found in Appendix B and C.

Any points awarded on the upper pay range are permanent, while the teacher remains in the same post or takes up another post in this school.

Progression on the Upper Pay Range

See 6.1, and appendix 1 and 2 for further details.

All decisions regarding pay progression will be made annually with reference to the most recent appraisal report. UPR teachers will be eligible to progress to the next point on the school's upper pay range where their appraisal outcome confirms that their performance over at least two academic years in this school has been highly competent in all elements of the Teachers standards and that their achievements and contribution to the school are substantial and sustained. Pay progression will be judged as evidenced by Performance Appraisal outcomes.

Any points awarded on the upper pay range are permanent, while the teacher remains in the same post or takes up another post in this school.

For new appointees the teacher's performance appraisal reports from previous schools can be considered by the Headteacher and/ governing body where it assists with pay progression decisions.

6.6.3 Main pay range

Qualified teachers who have not been assessed as meeting the criteria to access to upper pay range will be paid in accordance with the main pay range.

The Governing Body has adopted the following main pay range as set out in Appendix 4.

In determining where on the main pay range an individual teacher should be placed on appointment, the governing body will consider

- Specialist skills and knowledge
- Specialist qualifications
- Number of year's teaching experience
- The teacher's current remuneration

Progression on the Main Pay Range

See 6.1 for further details.

The evidence used will be only that available through the performance management/appraisal process, and meeting the teacher's standards taking into account their role in the school. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression. Decisions not to progress up the pay spine will be made in circumstances where concerns about standards of performance have been raised in writing as part of the appraisal process.

The pay committee will be advised by the headteacher in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The pay committee must be able to objectively justify its decisions.

6.6.4 Newly Qualified Teachers

Decisions on pay progression for newly qualified teachers subject to statutory induction arrangements will be taken by 31st October each year to take effect on and be backdated to 1st September of that year and will be based on a recommendation from the headteacher which takes account of the teacher's assessment under the induction arrangements and against the Teachers' Standards. Judgments will be properly rooted in evidence provided as part of the Induction process.

6.6.5 Unqualified Teachers Pay Range

An unqualified teacher is either a trainee working towards qualified teacher status, an overseas trained teacher who has not exceeded the four years they are allowed without obtaining qualified teacher status, or an instructor with a particular skill.

In determining where on the unqualified teacher range an individual teacher should be placed on appointment, the governing body will consider:

- Specialist skills and knowledge
- Specialist qualifications
- Previous teaching experience
- The teacher's current remuneration

The school's pay range for an unqualified teacher is as set out in Appendix 4

Progression on the Unqualified Pay Range

See 6.1 for further details.

Any pay points awarded to unqualified teachers are permanent, while the teacher remains in the same post or takes up a new one at this school.

Unqualified teachers are not eligible for teaching and learning or special educational needs allowances. The governing body will not under any circumstances determine a salary for an unqualified teacher outside of the unqualified teacher pay spine.

Unqualified Teachers' allowance

The governing body has the discretion to award an additional allowance to an unqualified teacher where it considers that, in the context of its staffing structure the teacher has taken on a sustained additional responsibility which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or where the teacher holds qualifications or experience which bring added value to the role being undertaken.

The governing body will pay an unqualified teacher on one of the employment based routes into teaching on the classroom teacher/unqualified teacher pay scale. The governing body may choose which pay scale will be applied to such teachers and in what circumstances. It is recommended that a graduate teacher be paid as a qualified teacher and a registered teacher as an unqualified teacher.

6.7 Allowances for classroom teachers

6.7.1 Teaching and Learning Responsibility Payments

TLRs can only be awarded to posts held by qualified teachers paid on the main or upper payscale. They cannot be awarded to unqualified teachers, Leading Practitioners or members of the Leadership Group.

The pay committee may award a TLR to a classroom teacher in accordance with the STPCD.

TLR 1 or 2 payment will be made for undertaking a sustained additional responsibility in the schools staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable.

All job descriptions will be regularly reviewed and will make clear the responsibility or package of responsibilities for which a TLR is awarded.

The pay committee may award a fixed-term TLR3 of between £523 and £2,603 for identifiably time-limited school improvement projects, the duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3. No safeguarding will apply in relation to an award of a TLR3.

TLRs are awarded at the discretion of the governing body and will only be awarded if the governing body is satisfied that the duties of the post include a significant responsibility that is not required of all classroom teachers and that:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;

In addition to the above, the award of a TLR 1 or 2:

- c) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils, and;
- e) involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a TLR1, the governing body must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Please see Appendix 4 for the schedule of payments

6.7.2 Special Educational Needs Allowance

An SEN allowance can only be awarded to posts held by qualified teachers paid on the main or upper pay scale. They cannot be awarded to unqualified teachers, Leading Practitioners or members of the Leadership Group. The role of SENCO, as a managerial responsibility, is not one that meets the criteria for a SEN allowance, but rather it is more appropriately rewarded by a TLR payment. If, in addition to their SENCO role, a teacher meets the criteria set out in the STPCD, then they should be eligible for both a TLR payment and a SEN allowance. However, they are distinct payments – one payable for additional responsibility, the other for the demands of the teaching role they are carrying out.

The governing body will award a Special Educational Needs (SEN) Allowance to a classroom teacher or SEN support teacher:

- a) in any SEN post that requires a mandatory SEN qualification (not including the mandatory SENCO qualification leading to the achievement of the National Award for Special Educational Needs Co-Ordination),
- b) in a special school,
- c) who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service,
- d) in any non-designated setting (including any pupil referral unit) that is analogous to a designate special class or unit, where the post:
 - i. involves a substantial element of working directly with children with special educational needs,
 - ii. requires the exercise of a teacher's professional skills and judgment in the teaching of children with special educational needs, and
 - iii. has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the

schools or unit within the school or, in the case of an unattached teacher, the unit or service.

The SEN allowance is determined as a spot value, taking into account the structure of the school's SEN provision and:

- a) whether any mandatory qualifications are required,
- b) the qualifications and expertise of the teacher relevant to the post, and
- c) the relative demands of the post.

The values of the SEN allowance to be awarded are set out in Appendix 4

6.8 Additional allowances

6.8.1 Acting allowance for Teachers

Where a teacher is assigned and carries out duties of a headteacher, deputy headteacher, or assistant headteacher, but has not been appointed as an acting headteacher, deputy headteacher or assistant headteacher, the governing body will, within the period of four weeks beginning on the day on which such duties are first assigned and carried out, determine whether or not an 'acting allowance' must be paid in accordance with the following provisions.

Where the governing body determines that an acting allowance will not be paid but the relevant duties continue, then the governing body may review this decision and make a further determination at a future date as to whether or not an acting allowance may be paid.

If paid, the acting allowance will be of such value as to ensure that the teacher receives remuneration of equivalent value to such point on the leadership pay spine as the governing body has determined applies to the headteacher, deputy headteacher or assistant headteacher (as set out in this policy).

For as long as an acting allowance is being paid, the teacher will be expected to undertake the professional responsibilities applicable to a headteacher, deputy headteacher or assistant headteacher and work to the relevant teachers' standards.

Where a member of staff covers the full duties of a higher graded role on a temporary basis, for example to cover a vacancy or in the absence of the substantive post holder (other than to cover for annual leave), for the period of at least 12 weeks, they may be paid an acting allowance equivalent to the grade of the post they are covering. Acting arrangements are time limited and will be subject to regular review.

Where an employee who is not a teacher is undertaking partial duties of a higher graded role, a special recognition agreement may instead be considered.

6.8.2 Additional Payments

The relevant body may make such payments as it sees fit to a teacher in respect of:

- a) Continuing professional development undertaken outside the school day;
- b) Activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- c) Participation in out-of-school hours learning activity agreed formally between the teacher and the headteacher or governing body. Teachers will not be compelled to offer such an activity but, where they do, the governing body will expect a more formal commitment from the teacher and that the head teacher may direct the place, timing, frequency of the activity as well as which pupils take part and the content. In these circumstances the school will offer a payment to the teacher equating to an appropriate value for example at a flat hourly rate.
- d) In order to ensure effective work life balance and also value for money in the delivery of the services provided the governing body should consider carefully who is best placed to undertake these activities. It may not necessarily be a teacher and the use of support staff might be more appropriate. Activities should be offered to staff following a fair and transparent process.
- e) Additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

6.8.3 Recruitment and retention incentives and benefits

Payments will not be made under the 'recruitment and retention' criteria for additional work undertaken, for specific responsibilities or to supplement pay for reasons other than, under paragraphs 27.1 and 27.2, for the re-imbursment of reasonably incurred housing or relocation costs. Nor will any recruitment and retention payment be made to a headteacher, deputy or assistant headteacher; as the governing body will take into account recruitment and/or retention difficulties in determining the relevant pay range.

In the case of retention, a recommendation to offer incentives or benefits would be made by the headteacher for teachers to the pay committee.

Governing bodies are free to determine the value of any reward. In their determinations, the governing body should consider whether recruitment and retention incentives and benefits should be offered to new or existing teachers, and if so their nature, value, duration and the circumstances under which they may be paid.

Subject to paragraph 27.2 in the STPCD, governing bodies may consider introducing a salary advance scheme for a rental deposit as an additional tool for supporting the recruitment and retention of teachers.

These should be set out in writing and if necessary include a review date. The governing body must make budget provision for such payments. The governing body

will be able to justify its decision and have clearly defined criteria for making such decisions.

The Governing Body will conduct a formal regular assessment of such award.

6.9 Part-time teachers

Teachers employed on an ongoing basis at the school who work less than a full working week are deemed to be part time. The governing body will ensure that part time teachers are given a written statement detailing their working time obligations (within and beyond the school day) and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements and by comparison to the school's timetabled teaching week for a full time teacher in an equivalent post.

Part time teachers will be paid a pro-rata percentage of the appropriate full time equivalent salary against the timetable week and the same percentages will be applied to any allowances awarded, other than a TLR3.

Further guidance is available from the council to assist schools with calculating part-time entitlement and pay.

6.10 Short notice/supply teachers

Teachers employed on a day to day or other short notice basis must be paid in accordance with the STPCD 2017 on a daily rate calculated by dividing the annual amount by 195.

Teachers who work less than a full day will be hourly paid and will have their salary calculated by dividing the annual amount by 1,265 to give an hourly rate.

A short notice teacher who is employed by the school or another school in the authority throughout a period of 12 months (beginning August or September) will not be paid more in respect of that period than s/he would have if s/he had been in regular employment throughout the period.

6.11 Salary sacrifice

The governing body supports the following salary sacrifice arrangements: [details. e.g. Childcare vouchers, cycle scheme, etc.] Arrangements will be made to enable staff to participate in these schemes should they wish to do so.

6.12 Salary safeguarding

Salary safeguarding will be paid to eligible teachers and in line with the provisions of the STPCD.

7. Teacher Pay Appeals

7.1 Teachers may seek a review of any determination in relation to their pay or any other decision taken by the governing body (or a committee or individual acting with delegated authority) that affects their pay.

7.2 Appeals may be made on the grounds that the person or committee by whom the decision was made, for example:

- a) Has incorrectly applied any provision of the STPCD;
- b) Has failed to have proper regard for statutory guidance;
- c) Has failed to take proper account of relevant evidence;
- d) Was biased, and/or;
- e) Otherwise unlawfully discriminated against the teacher concerned.

This list is not exhaustive.

7.3 Further detail on the order of proceedings for a teacher pay appeal is included in appendix 3.

Appendix 1: Progression to the Upper Pay Range

It is the responsibility of teachers to decide whether they wish to apply to be paid on the Upper Pay Range. Determinations as to whether a teacher progresses to the upper pay range will be made in accordance with paragraph 15 of the STPCD 2017 and the process set out in this pay policy.

An application from a qualified teacher will be successful where the governing body is satisfied that the teacher has evidence of high performance in this school in the previous two years which shows that the teacher is highly competent in all elements of the teachers standards and that their achievements and contribution to the school are substantial and sustained and they are able to demonstrate that they have developed professionally in their teaching expertise.

In this school teachers will be eligible to apply for progression where the teacher has progressed to the top of the school's main pay range. All applications should include the results of the two most recent appraisals in this school. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. Further evidence can be produced as appropriate at the discretion of the headteacher. For example, in cases where a teacher has been absent, through disability or maternity, they may cite written evidence from a three year period before the date of application in support of their application.

Process:

One application may be submitted annually. The closing date for applications is normally 31 October each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's UPR application form (Appendix 2). Submit the application form and any supporting evidence the teacher wants to present to the headteacher by the closing date.
- Notification of the name of the assessor of the application will be sent to the teacher within 5 working days;
- The assessor will assess the application, which will include a recommendation to the pay committee of the relevant body;
- The application, evidence and recommendation will be passed to the headteacher for moderation purposes, if the headteacher is not the assessor;
- The pay committee will make the final decision, advised by the headteacher;
- Teachers will receive written notification of the outcome of their application by the 31st October 2017. Where the application is unsuccessful, the written

notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below).

- If requested, oral feedback will be provided by the assessor. Oral feedback will be given within 10 school days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR backdated to 1 September of the year of application.
- Unsuccessful applicants can appeal the decision. The appeals process is set out in this pay policy.

Assessment:

The teacher will be required to meet the criteria set out in paragraph 15 of the STPCD, namely that:

- The teacher is highly competent in all elements of the relevant standards; and
- The teacher's achievements and contribution to the school are substantial and sustained.

In this school, this means:

“highly competent”: the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and application of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working.

“substantial”: the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a positive contribution to the wider life and ethos of the school, which impacts on pupil progress and the effectiveness of staff and colleagues.

“sustained”: the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (see paragraph 5.1 of this policy). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently in line with the expectations contained in the school's appraisal policy.

For further information, including information on supporting evidence, please refer to the teacher appraisal policy.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that school or schools. This will not be bound by any pay decisions made by another school.

Progression to the upper pay range is permanent, while the teacher remains in the same post or takes up another post in this school.

Appendix 2: Application to be paid on the Upper Pay Range

Personal Information:

Name:	Job Title:
School:	Date of application:
Date of last application (as appropriate):	

Written Statement:

Details of Performance Management/Appraisal:

Years covered by planning/review statements

Schools covered by planning/review statements

Summary of application

(Continue on additional sheets if needed)

Declaration

I confirm that at the date of this request for assessment I meet the eligibility criteria and I submit the performance management/appraisal (and brief supporting evidence as appropriate).

Signed (applicant):

Date:

Appendix 3 – Teacher Pay Appeals

Stage 1 – Representation Hearing

For the representation hearing and appeal hearing, the teacher may be accompanied by a colleague or trade union representative.

1. The teacher receives written confirmation of the pay determination and, where applicable, the basis on which the decision was made.
2. If the teacher wishes to discuss the decision, or make representations, he/she should do so in writing to the chair of the Pay Committee, within ten working days of the decision. The letter should outline the grounds of appeal.
3. The Pay Committee will arrange to meet the teacher to discuss the issues within 20 working days. The head teacher should also attend the meeting to clarify the grounds for the recommendation.
4. The Pay Committee will further consider the decision and will write to the teacher with the outcome.
5. Where the teacher continues to be dissatisfied, he/she may proceed to stage 2 of the process.

Stage 2 - Appeal Hearing

1. The teacher should set out in writing the grounds for appealing the pay decision and send it to the Chair of the Appeal Committee / head teacher / other designated person (as determined by the governing body) within ten school working days of receipt of the written outcome of the stage 1 decision (see above)
2. The Clerk to Governors will arrange for an appeal hearing to take place, normally within 20 school working days of the receipt of the written appeal notification.
3. The appeal should be heard by a panel of three eligible governors who were not involved in the original decision,

The procedure for formal appeal meetings will be:

- Chair introduces everyone and their role in the proceedings. Those required to attend:
 - Chair and other panel members
 - Employee and employee representative (if accompanying employee)
 - Any witnesses for the employee side
 - Pay Committee representative who will state the management case
 - Any witnesses for the management side
 - Clerk to the meeting
 - HR Adviser to give advice to the panel (if in attendance)
- The teacher will present their case including any evidence they wish to have considered and any witnesses to support their case
- Chair and/or panel members ask questions
- Pay Committee representative will state their case including the evidence on which the decision was based and any witnesses to support the case
- Chair and/or panel members ask questions of the management

- Both parties may make a closing statement if they wish
- The Appeal Committee will then consider all the evidence in private and reach a decision
- The Appeal Committee will write to the teacher outlining its decision and the reason/s for it
- The decision of the Appeal Committee is final

APPENDIX 4 – TEACHERS PAY SCALES FOR 2017/18

1.1 SCHOOL TEACHERS – LEADERSHIP GROUP

HARINGEY COUNCIL TEACHERS - LEADERSHIP GROUP PAY SCALES											
1st September 2017											
Sp PT	Old Rate	New Rate	Scale	Grp 1	Grp 2	Grp 3	Grp 4	Grp 5	Grp 6	Grp 7	Grp 8
1	46350	46814	LEAD'SHP								
2	47330	47802	LEAD'SHP								
3	48332	48816	LEAD'SHP								
4	49350	49845	LEAD'SHP								
5	50401	50904	LEAD'SHP								
6	51476	51991	LEAD'SHP	X							
7	52667	53193	LEAD'SHP	X							
8	53709	54247	LEAD'SHP	X	X						
9	54862	55410	LEAD'SHP	X	X						
10	56083	56643	LEAD'SHP	X	X						
11	57344	57918	LEAD'SHP	X	X	X					
12	58501	59085	LEAD'SHP	X	X	X					
13	59778	60375	LEAD'SHP	X	X	X					
14	61084	61695	LEAD'SHP	X	X	X	X				
15	62416	63039	LEAD'SHP	X	X	X	X				
16	63886	64524	LEAD'SHP	X	X	X	X				
17	65185	65838	LEAD'SHP	X	X	X	X				
18	65978	66638	LEAD'SHP	X		X	X				
18	66638	67305	LEAD'SHP		X	X	X	X			
19	68107	68787	LEAD'SHP		X	X	X	X			
20	69613	70308	LEAD'SHP		X	X	X	X			
21	70448	71153	LEAD'SHP		X		X	X			
21	71153	71865	LEAD'SHP			X	X	X	X		
22	72737	73464	LEAD'SHP			X	X	X	X		
23	74350	75093	LEAD'SHP			X	X	X	X		
24	75264	76017	LEAD'SHP			X		X	X		
24	76017	76778	LEAD'SHP				X	X	X	X	
25	77719	78495	LEAD'SHP				X	X	X	X	
26	79459	80253	LEAD'SHP				X	X	X	X	
27	80439	81244	LEAD'SHP				X		X	X	
27	81244	82056	LEAD'SHP					X	X	X	
28	83079	83910	LEAD'SHP					X	X	X	X
29	84957	85806	LEAD'SHP					X	X	X	X
30	86886	87756	LEAD'SHP					X	X	X	X
31	87973	88853	LEAD'SHP					X		X	X
31	88853	89742	LEAD'SHP						X	X	X
32	90874	91782	LEAD'SHP						X	X	X
33	92951	93882	LEAD'SHP						X	X	X
34	95067	96018	LEAD'SHP						X	X	X
35	96284	97247	LEAD'SHP						X		X
35	97247	98220	LEAD'SHP							X	X

36	99469	100464	LEAD'SHP							X	X
37	101765	102783	LEAD'SHP							X	X
38	104094	105135	LEAD'SHP							X	X
39	105397	106451	LEAD'SHP							X	
39	106451	107517	LEAD'SHP								X
40	108930	110019	LEAD'SHP								X
41	111469	112584	LEAD'SHP								X
42	114070	115212	LEAD'SHP								X
43	115582	116738	LEAD'SHP								X

X – Group Range

1.2 SCHOOL TEACHERS – LEADING PRACTITIONERS

HARINGEY COUNCIL LEADING PRACTITIONER SCALE 1ST SEPTEMBER 2017

Sp PT	Old Rate	New Rate	Scales	Sp PT	Old Rate	New Rate	Scales
1	46350	46814	LP	7	57639	58215	LP
2	48069	48549	LP	8	59772	60369	LP
3	49845	50343	LP	9	61986	62607	LP
4	51690	52206	LP	10	64278	64920	LP
5	53601	54138	LP	11	65978	67305	LP
6	55119	55671	LP				

1.3 SCHOOL TEACHERS – QUALIFIED CLASSROOM TEACHER

HARINGEY COUNCIL QUALIFIED TEACHER SCALE 1ST SEPTEMBER 2017

Sp PT	Old Rate	New Rate	Scales	Sp PT	Old Rate	New Rate	Scales
1	28098	28660	QTEACH	4	32724	33378	QTEACH
2	29563	30153	QTEACH	5	35242	35946	QTEACH
3	31103	31725	QTEACH	6	38241	39006	QTEACH

1.3.1 SCHOOL TEACHERS – UPPER PAY RANGE

HARINGEY COUNCIL TEACHERS - UPPER PAY SCALE 1st September 2017

Sp PT	Old Rate	New Rate	Scales
1	43184	43616	PTQTEACH
2	45306	45759	PTQTEACH
3	46829	47298	PTQTEACH

1.3.2 SCHOOL TEACHERS – UNQUALIFIED TEACHERS

HARINGEY COUNCIL TEACHERS - UNQUALIFIED PAY SCALES 1st September 2017
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Sp PT	Old Rate	New Rate	Scales
1	20701	20909	UQ TEACH
2	22615	22842	UQ TEACH
3	24530	24774	UQ TEACH
4	26444	26709	UQ TEACH
5	28357	28641	UQ TEACH
6	30270	30573	UQ TEACH

1.4 SCHOOL TEACHERS – ALLOWANCES

HARINGEY COUNCIL TEACHERS - ALLOWANCES 1st September 2017
--

Teaching & Learning Responsibility			
PT	Old Rate	New Rate	
2a	2640	2667	
2b	4398	4443	
2c	6450	6515	
1a	7622	7699	
1b	9375	9468	
1c	11133	11244	
1d	12898	13027	
3 Min	523	529	
3 Max	2603	2630	

Recruitment & Retention			
PT	Old Rate	New Rate	
1	1002	1002	
2	1970	1970	
3	2985	2985	
4	4158	4158	
5	5415	5415	

Special Needs			
PT	Old Rate	New Rate	
1	2085	2106	
2	4116	4158	

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Report for: Staffing and Remuneration Committee

Item number: 11

Title: Reviewed HR Policies – Probation

Report

authorised by: Richard Grice – Interim Director Transformation & Resources,

Lead Officer: Julie Amory, HR Business Partner, 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 the Probation Policy and Probation Guide to be recommended by the Council for adoption, which falls within the employment theme 'Getting and Retaining the Right People'.

2. Cabinet Member Introduction

- 2.1 Not applicable

3. Recommendations

- 3.1. That the Committee approves the Probation Policy and Probation Guide attached at Appendices A and B of this report.
- 3.2. These new documents will replace any existing policies and guidance that is currently in place related to probation.
- 3.3. That the Committee authorises the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to make such amendments to the Probation Policy and Probation Guide as he considers minor, any such amendments to be reported back to the meeting of the Committee following the making of the amendments.

4. Reason for decision

- 4.1 Having good HR policies and procedures assists in providing the workplace with a structure that supports the Council's Corporate Plan, Workforce Plan and Values, while allowing it to

consider and implement changes in employment law, and guidance. Regular review of these documents ensures they remain fit for purpose and compliant with the law.

5. Alternative options considered

- 5.1 The alternative would be to not conduct any reviews and continue to the existing versions. It is, however, accepted that reviewing HR policies is necessary to ensure these address changes in employment legislation and case law and are adapted to meet the Council's new Vision and Values. It is therefore accepted that regular reviews of the HR policies will be conducted.

6. Background information

- 6.1 The attached Probation Policy is an update of the current version, which was last reviewed in 2005. The 2005 version of the Probation Policy was attached to the Induction Policy and during the review process comments employees and line managers fed back that having the two policies combined created difficulty in locating the probation policy as it was stored under 'I' for induction. The decision was therefore made to separate the two into standalone documents. The revised Induction Policy was approved by this Staffing and Remuneration Committee in September 2016.
- 6.2 The content of the revised Probation Policy remains unchanged from the 2005 version, however, it has been transposed into the new template, which aims to make Haringey Council's HR policies consistent with its peer Local Authorities and best practice. A new element has been added to make it clear that individuals who are engaged under the Newly Qualified Social Workers or Qualified Practitioners scheme are subject to a longer probation (i.e. 12 months instead of 6 months).
- 6.3 The Council has various HR policies and procedures that cover its employment relationship with its workforce. Owned by HR these documents are periodically presented to the Staffing and Remuneration Committee for their approval prior to implementation. It is good practice to review HR policies regularly to ensure that these meet the Council's vision and values.
- 6.4 The documents presented to Committee today are in the new policy template that aims to make Haringey Council's consistent with its peer Local Authorities, increase transparency through merging similar policy issues into one document and streamline information to make it easier for the workforce to understand and access information on the behaviours and standards that the Council expects of its employees.
- 6.5 The documents continue to cluster similar policies into themes that cover the employment relationship that the Council has its workforce.

7. Consultation

- 7.1 The draft documents were provided to Trade Unions on 10 August 2017 and later discussed at the Corporate Industrial Relations meeting chaired by HR on 23 August 2017.

72 The Statutory Officer's Group (SOG) were presented the documents for their consideration on 19 September.

73 Formal consultation also took place with Legal, HR SSC, Assistant Directors and the HR Business Partners. Following this process, refinements were made.

8. Review of the Probation Policy and Guide (Appendix A and Appendix B)

8.1 The existing Probation Policy was last reviewed in 2005 and was attached to the Induction Policy. The proposed version at Appendix A has been updated to the new format and as such the supporting Guide is located at Appendix B.

9. Contribution to strategic outcomes

9.1 The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. Having clear, robust HR policies and procedures is a key element of how the Council will meet the Corporate Plan objectives by having fair and consistent approaches on how it manages and develops its workforce.

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

Chief Finance Officer Comments

10.1 There are no financial implications associated to the Probation Policy and Probation Guide.

Assistant Director of Corporate Governance

10.2 Legal Services has been consulted in the preparation of this report and makes the following comments. The policies comply with all relevant legal requirements.

11. Use of Appendices

Appendix A – Draft reviewed Probation Policy;

Appendix B – Draft reviewed Probation Guide.

12. Local Government (Access to Information) Act 1985

12.1 Not Applicable.

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Appendix A

Draft Probation Policy

Contents

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Document Control

Version History	0.2
Summary of Change	New Probation Policy that defines the framework within which employees who are new to the Council will receive regular review and support in the early stages of their employment with the Council.
Contact (job title)	HR Policy Manager
Implementation date	
Review Date	
EqIA Date	
Decision making body & date of approval	
Classification	Official

1. Purpose

- 1.1 Probation is a 'trial period' that allows for the assessment of an employee's suitability for the job for which they have been employed. This policy sets out the framework for monitoring, reviewing and formally supporting new employees to the Council during this probationary period through regular feedback on their performance in the following areas:
- Quality and quantity of work;
 - Behaviours;
 - Conduct and attendance;
 - Compliance with policies and procedures;
 - Leadership and management (if appropriate).
- 1.2 This policy replaces all previously issued documentation and local arrangements related to the Council's probationary process. The Probation Guide 2017 provides further guidance for employees and managers.
- 1.3 The Council's Induction Policy 2017 provides information on the induction process for new staff and a checklist to assist managers inducting new staff.

2. Scope

- 2.1 This policy applies to all new employees and apprentices regardless of their permanent, fixed-term, full or part-time status.
- 2.2 Although this policy applies to temporary employees, successful completion of a probationary period by a temporary employee does not lead to the conversion of the individual into permanent employee status.
- 2.3 Subject to section 2.5, all new employees are subject to satisfactory completion of a six-month probation.
- 2.4 Employees who have previously worked for the Council as agency workers/contractors are still subject to the probationary process.
- 2.5 Individuals who have completed a probation period and are moving to a new position within the Council, for example redeployees, are not subject to any further probation periods. This only where there has not been a break in employment/contract with the Council. These individuals will be given a formal period of support and development; this is not a probation. Issues of capability and performance for these individuals will be dealt with under the Council's Capability Policy and/or Disciplinary Policy.
- 2.6 Where a six month (or less) fixed term contract is issued the probationary period will run concurrently with the contract. Employees engaged on six months or less contract are not required to have a My Conversation Map meeting (see section 5.2)

- 2.7 Employees engaged under the Assessed and Supported Year in Employment (ASYE) scheme that gives newly qualified social workers extra support during their first year of employment will be subject to an extended probation of 12 months.
- 2.8 If issues of conduct, sickness and/or poor performance arise during the probation the probationary procedure (or where appropriate the associated guidance for dealing with disciplinary issues during probation – see section 8) will be used to address such matters.

3. Promoting equality and inclusion

- 3.1 This probation policy must always be applied fairly and in accordance with employment law and the Council's Equal Opportunities Policy. (See the Probation Guide).

4. Roles and responsibilities

Everyone involved in the probationary period for a new employee must appreciate that this is a two-way process: the degree to which a new entrant develops into a fully effective member of Haringey staff depends not only on their own skills and attributes but also on the assistance and encouragement received during their probationary period.

4.1 Employees

Employees are responsible for:

- a. Ensuring that they understand the probationary policy;
- b. Ensuring that they are familiar with the standards and requirements of the job role;
- c. Ensuring that they take an active part in the probation review meeting;
- d. Undertaking any learning and development activities agreed with the manager.

4.2 Line managers

Line managers are responsible for:

- a. Scheduling and notifying the employee of probationary meetings in advance so that both parties have time to prepare;
- b. Explaining to the employee how the probation will be managed;
- c. Fairly and consistently applying the probation policy;
- d. Informing employees at the outset of their employment of the purpose of probation and the standards of performance, attendance and conduct expected of them;
- e. Completing a probation review for the new employee at the probation review stages (more frequently for ASYE employees) and provide a copy to the employee;
- f. Ensuring that probation review forms are completed in a timely manner;
- g. Identifying any potential for the employee to fail to meet the standards required and take the necessary action to support the employee;
- h. Ensuring that systems are in place to support and monitor the employee's work throughout the probationary period in order that they receive such assistance as is reasonable to fulfil the duties and responsibilities of the post.

5. Timing

- 5.1 Managers will hold regular monitoring meetings with employees on probation, to review progress. A minimum of four formal probationary reviews should take place with a new employee at the following intervals:
- a. First review meeting - To be held within 4 weeks of start date;
 - b. Second review meeting - To be held by week 10 of start date;
 - c. Third review meeting - To be held by week 14 of start date;
 - d. Fourth review meeting - To be held by week 17 of start date.
- 5.2 Employees on probation will not have a My Conversation Map rating in the first six months. An employee may request to have a My Conversation Map meeting to support their development plan, so long as both parties have agreed that this could happen.

6. Newly Qualified Social worker probation

- 6.1 Newly Qualified Social Workers (NQSWs) joining the Council under the ASYE programme will complete a 12-month probation period. The line manager will complete the ASYE paperwork instead of the Council's standard probation forms.
- 6.2 Where a NQSW has completed part of the ASYE with another organisation, their probation will last up to the end of the ASYE programme (at least six months) with Haringey.
- 6.3 If a NQSW is failing their ASYE, they will also be heading towards failing their probation, which will lead to HR being advised and in most cases instigation of the Council's capability policy, which could lead to the termination of the individual's contract of employment with the Council.
- 6.4 NQSW's will have a My Conversation Map meeting in their sixth month to help to support their development plan.

7. Extensions of the probationary period

7.1 Probationary extensions

- 7.1.1 In the event that performance is insufficient, appropriate notice must be given to the employee within the probationary period.
- 7.1.2 In certain exceptional circumstances, a probationary period may be extended where there are definite indications that the employee will achieve the standard required for confirmation given further time, training or where an employee's sickness or other authorised absence has made it not possible to assess the employee's performance. An extension period will not exceed three months.
- 7.1.3 Where an extension of the probationary period is a likely outcome of the final review meeting, the manager must consult with HR before proceeding with the final review meeting. The employee should be given reasons why it is not possible to confirm them in the post. The employee needs to be able to understand what aspects of their performance are letting them

down and, as a result, what they will need to do to prove themselves in the further period of probation.

8. Disciplinary and capability issues during a probation

8.1 Where, at any stage of the process, a dismissal is a likely outcome, the line manager must consult with HR before proceeding with the final review meeting. A management investigation will be conducted in complex cases. A three-step process of notification, meeting, and written confirmation of decision must be followed where the meeting may result in dismissal.

9. Termination of employment during a probation

9.1 If work performance, attendance or conduct falls short of acceptable standards with the effect that that it is not appropriate to continue employment it is possible to terminate employment at any point during the probationary period. The employee will be invited to attend a meeting to be told how their performance, attendance or conduct is unsatisfactory and have the opportunity to give an explanation.

9.2 As dismissal will be considered, the manager will inform the employee of their right to be accompanied by a trade union representative or work colleague.

9.3 It is not the intention of this procedure that probationary employees should face dismissal as a result of allegations of minor misconduct which would not lead to the dismissal of any other employee. However, persistent acts of minor misconduct (i.e. more than once), may lead to dismissal.

10. Appeals

10.1 Where an employee on probation has their probationary period extended, a warning issued, or has been dismissed for reasons of capability/performance/conduct; the individual will be informed in writing of the decision and given the right to appeal against the decision.

10.2 Appeals must be registered with the manager and Shared Services within three working days of the date of the letter confirming any decision. Appeals received after this period will not be heard.

10.3 Appeals will be restricted to considering one or more of the following:

- **Procedural** – the appeal must detail how procedural irregularities prejudiced the decision;
- **Factual** – the appeal should detail how the facts do not support the decision or were misinterpreted or disregarded. They should also detail any new evidence to be considered;
- **The decision** – the appeal should state how the act(s) of misconduct did not justify the level of action taken.

- 10.4 The purpose of the appeal hearing is to review the decision to extend the probation period, issue a warning or to dismiss. The possible outcomes are to confirm the decision, substitute a lesser penalty or to withdraw the dismissal. The decision is final.

11. Monitoring

- 11.1 SSC (HR) is responsible for monitoring the application of this policy.

12. Further Advice

- 12.1 Further advice is available from SSC (HR) contactable on 0208 489 7000 or via the Haringey Intranet portal.

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Appendix B

Draft Probation Guide 2017

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Document Control

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Classification	Official

1. Introduction

- 1.1 This guide replaces all previous documentation or local arrangements related to the Council's probation procedure.

2. Scope

- 2.1 This guide applies to all new apprentices and employees regardless of their employment status.
- 2.2 New employees are subject to satisfactory completion of a six-month probationary period.

3. Newly Qualified Social Workers or Qualified Practitioners

- 3.1 Employees engaged under the Assessed and Supported Year in Employment (ASYE) scheme are not subject to the Council's six-month probationary scheme. These employees are subject to an extended probation of 12 months.
- 3.2 Newly Qualified Social Workers or Qualified Practitioners will only pass their probation on successful completion of the ASYE process.

4. Equality and inclusion

- 4.1 An employee who has declared a disability will have his/her performance monitored using the same procedure for all staff, however, based on occupational health advice a line manager will consider the reasonable adjustments required during the probationary period that will support the individual and have the effect of removing an obstacle to employment as a result of the individual's disability.
- 4.2 Where it becomes apparent during the probationary period that an employee's sickness absence is due to his/her disability, the line manager will consider making reasonable adjustments.

5. Probationary review meetings

- 5.1 Holding regular meetings with the employee can assist a line manager to appraise progress. In particular, regular meetings can be used to address any areas of performance, conduct or attendance that are not to standard or expectations required by the Council of the employee.
- 5.2 Probationary review meetings should include checking that the employee fully understands the requirements of the job, constructive feedback to highlight achievements and any areas (with examples) where improvement is required.
- 5.3 Unless it has been agreed to extend the probation period or the line manager is considering dismissal, the employment will be confirmed at the end of the probation.

- 5.4 Where there are concerns regarding, for example, performance, conduct, timekeeping, sickness absence or attendance, the line manager should:
- a) Discuss the areas of performance that need improvement and explain the standards required;
 - b) Devise an improvement plan that sets objectives, targets and identify any additional support, training or guidance needed;
 - c) Advise the employee that failure to meet the required standards may result dismissal that will end the individual's contract with the Council.
- 5.5 It is good practice to keep a record of each meeting. The Probation/Support & Development Review Record form attached to this guide can be used, however, whatever format is used to record the meetings a copy be given to the employee.

6. My Conversation mapping

- 6.1 During a probation period an individual will not have My Conversation Map meeting(s), however, line managers may decide to supplement the Probation Review Meetings by using the My Conversation discussions form to assist in having open and constructive conversations about the individual's performance, and identifying their future career aspirations.
- 6.2 On successfully passing their probation, an employee should have at least one 'My Conversation Map' meeting every 6 months with their line manager. The Map meeting is a visual way to help explore and evaluate an employee's strengths and aspirations.

7. Confirming the appointment

- 7.1 Unless it has been agreed to extend the probation period or the line manager is considering dismissal, employees who successfully pass their probation shall be confirmed in employment in writing.

8. Extending a probationary period

- 8.1 Where the employee has not been progressing as expected during the probationary meeting, it may be appropriate to agree an extension of the probation period where the manager has evidence to suggest that performance is likely to improve within an extended probation period.
- 8.2 It may also be appropriate to extend the probationary period where it has not been possible to fully assess performance due to the employee being absent for a substantial part of their probation period, for example, due to sickness or authorised absence.
- 8.3 Extension will be up to a maximum of 3 months. In exceptional cases and where this is a practical proposition, consideration may be given to alternative work within the service, which may be at a lower grade.

9. Dismissal during probation

9.1 Formal meeting

9.1.1 Where dismissal is a likely outcome, in consultation with Shared Services the line manager must set up a formal meeting with the employee, giving the employee normally 2 working days' notice.

9.1.2 The notification should explain the purpose of the meeting and the right to be represented. Such a meeting should normally be held no later than the fourth month of the probation period.

9.2 Final meeting

9.2.1 Where the employee continues to fall below the required standard and extension to the probationary period is not appropriate or proposed; appropriate alternative work cannot be identified; or, the case is one of gross misconduct/gross incapability the line manager, in consultation with Shared Services, will set up a final meeting, giving the employee 5 working days' notice.

9.2.2 The written notification will give information on date, time and place of meeting, the name and designation of the manager who will be hearing the case and the right to be represented.

9.2.3 Where a decision is taken to dismiss, the line manager will advise the employee that the decision is on the grounds of failing the probation period and advise of the right of appeal. The individual will receive written confirmation of the outcome of the hearing normally within 3 working days. The appropriate notice may be paid in lieu rather than worked.

10. Appealing against a dismissal

10.1 If the employee wishes to appeal, the notification of an appeal must be lodged with the line manager and Shared Services within 3 working days of the original decision to dismiss. The notification must state the reasons/grounds for the appeal.

10.2 The individual will be invited to attend a hearing to appeal against the decision. The employee has the right to be represented at the hearing by a Trade Union representative or a work colleague. It is the responsibility of the employee to notify their representative/work colleague of the date and time of the meeting. In the event that the representative is unavailable the meeting may be postponed by up to five working days.

10.3 A manager more senior than the officer who agreed the recommendation to dismiss should attend the appeal hearing and the final decision will then be communicated to the individual.

11. Further Information

- 11.1 Further advice is available from SSC(HR) contactable on 0208 489 7000 or via the Haringey Intranet portal.

Completed by: Employing Manager
 Email to: Personnel Mailbox or
 upload to the SSC Portal



Appendix 1: Probation/Support & Development Review Record (Private & Confidential)

Name	
Position Title	
Position No.	
Business Unit / Section/ Team	
Line Manager's name	
Date Commenced	
Assessment Completion Date	

Probation Support & Development: Please tick relevant meeting number (✓)

Meeting No. 1 Meeting No.2 Meeting No. 3 Meeting No.4

Meeting No.	Date	Timescale	Distribution
1		To be held within 4 weeks of start date	Shared Service Centre - HR Employee Manager
2		To be held by week 10 of start date	Shared Service Centre - HR Employee Manager
3		To be held by week 14 of start date.	Shared Service Centre - HR Employee Manager

4		To be held by week 17 of start date	Shared Service Centre - HR Employee Manager
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This should be followed for probation and support & development covering a 6 month period.

A. Performance Review

Work Area	Satisfactory	Development & improvement required	Remarks (If development or improvement is required, provide details on steps needed to achieve this and the timescale).
Knowledge and understanding of duties of the post			
Quality/Accuracy of work			
Communication Skills			
Organisational Skills			
Ability to meet targets/deadlines			
Ability to work as part of a team			

Work Area	Satisfactory	Development & improvement required	Remarks (If development or improvement is required, provide details on steps needed to achieve this and the timescale).
Management/ Supervisory skills (if applicable)			
Other aspects (please specify)			

B. Conduct ReviewSatisfactory Unsatisfactory

Please tick one (✓)

Standards of Behaviour	Comments
Understanding of and compliance with Council's Code of Conduct and Disciplinary Rules	

C. Attendance RecordSatisfactory Unsatisfactory

Please tick one (✓)

Type of issue	No. of days	No. of periods/times
Sickness		
Lateness		
Other absence (exc. Leave)		

Comments

D. Training/support/development provided

E. Areas requiring further comments/recommendations by Line Manager

F. Employee's comments

Signed by Line Manager Dated

Signed by employee Dated

Copy for:

Manager

Employee

Shared Service Centre - Human Resource for the employee's file.

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