

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Thursday, 14th December, 2017, 7.00 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**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 11 item below. New items of exempt Urgent Business will be dealt with at agenda item 15 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 2<sup>nd</sup> October 2018.

#### **7. PEOPLE REPORT (JULY - SEPTEMBER) (PAGES 7 - 10)**

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

#### **8. LEADERSHIP & MANAGEMENT DEVELOPMENT (PAGES 11 - 18)**

Report of the Interim Director for Transformation and Resources outlining the the proposed plans for developing our current and aspiring managers and leaders.

#### **9. PRELIMINARY REPORT - GENDER PAY GAP (PAGES 19 - 24)**

Report of the Interim Director for Transformation and Resources outlining what Gender Pay Gap Reporting is and what we need to do as part of this exercise.

#### **10. DELEGATED AUTHORITY REPORT - INTERIM APPOINTMENT OF THE S151 OFFICER (PAGES 25 - 26)**

#### **11. NEW ITEMS OF URGENT BUSINESS**

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

**12. 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.

**13. EXEMPT MINUTES (PAGES 27 - 30)**

To confirm and sign the exempt minutes of the special meeting held on 27th September 2017 and the meeting held on 2<sup>nd</sup> October 2017.

**14. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS (PAGES 31 - 34)**

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

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

Susan John, Principal Committee Co-ordinator  
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Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 06 December 2017

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## **MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 2ND OCTOBER, 2017, 7PM**

### **PRESENT:**

**Councillors: Raj Sahota (Chair), Jason Arthur and Viv Ross**

### **19. 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.

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

There were apologies for absence from Councillor Brabazon and Councillor McShane.

Councillor Tucker attended the meeting in place of Councillor Brabazon. As formal notification of the substitution had not been received from the Chief Whip and Assistant Chief Whip, it was noted that Councillor Tucker would not be entitled to vote or put forward a motion.

### **21. URGENT BUSINESS**

There were no items of urgent business put forward.

### **22. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

### **23. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

There were no deputations, petitions, presentations or questions put forward.

### **24. MINUTES**

The minutes of the Staffing and Remuneration Committee held on the 26<sup>th</sup> of June were agreed as a correct record of the meeting.

Subject to amending the spelling of the surname of the Assistant Director for Strategy and Partnerships, the minutes of the Special Staffing and Remuneration Committee, held on the 22<sup>nd</sup> of June, were agreed as a correct record of the meeting.

### **25. PEOPLE REPORT, APRIL - JUNE 2017**

The Head of Human Resources introduced the report which combined key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements absence reports, labour turnover and restructures.

This report replaced the Performance Management report and provided more easy to understand workforce data to support informed strategic decision making.

The Head of Human Resources drew the Committee's attention to:

- The new eight job levels. These were compiled according to seniority and profession and would allow SLT and the Committee to better identify the level and type of staff being referred to in the data.
- The reduced spend on the permanent establishment of £9m over the last two years.
- The reduction in temporary staff , consultants and interims over the last two years which had led to a reduction in cost for the organisation of £13m.
- Page 29 further set out the overall headcount reductions over the last three years .
- Absence reporting in the last 12 months showed a static position of an average of 9.5 days absence per employee for sickness.

Councillor Arthur commented on the increased number of managers, from 85 to 100 and subsequent increase in salary provision of £1.5m. It was accepted that with reduced staffing there needed to be increased management to manage workloads. However, given the overall reductions in staffing and the recent report to the Committee which set out the restructure of the Senior Leadership Team, it would be important to ensure that all the assigned management posts in the organisation were absolutely needed as the average salary seemed to be £100k.

Councillor Tucker commented on the need to explore where the major reductions in staffing have occurred. The table at page 18, permanent establishment, base pay review – summary indicated that there had been a reduction of 566 council staff over the last two years. Agreed for the Interim Head of Human Resources to provide the Committee with a breakdown of this figure , setting out the staff reductions according to service area.

In response to comments/questions, the following was also agreed:

- To provide visual information contained in reports such as graphs and bar charts in colour. [**Democratic Services**]
- To provide the Committee with information on the directorates and teams where there was a sudden spike in absence as indicated in the graphs at page 31 of the agenda pack. [**Interim Head of Human Resources**]

### **RESOLVED**

To note the report.

## **26. OFF-PAYROLL INTERMEDIARIES REPORT**

The HR Quality Assurance Manager introduced the report which considered the impact of the Off-Payroll Intermediaries legislation known as IR35, which shifted the responsibility for determining the tax status of the individual from the intermediary to the end client[Council]. The Committee received an update on the impact that these changes have had on the Council's off-payroll workers.

The Committee noted that as of April 2017, there were 374 off payroll workers and 167 of these were working with the council through a PSC [ Personal Services Company]. By August this had reduced to 371 with only 75 working via a PSC. There were 39 consultants who were working with a PSC and 16 were subsequently assessed as in scope for assessment of tax status.

The HR Quality Assurance manager also highlighted that 127 agency workers were identified as working for the Council via a PSC and these were predominantly social workers and social care staff. Out of the 127 agency workers, 97 were assessed as in scope for assessment of tax status. 19 agency staff which had opted to leave and most of these staff were located in finance, Adults and Children services and located other roles in the public sector. The Social Workers tended to be replaced but not immediately. All the consultants that took part in the assessment had opted to be paid by an umbrella body which acted as a payroll agency making the required deductions at source.

The impact of the legislation change had not been as significant as expected, 18% of off payroll workers had left the organisation and the reasons provided were not all due to IR35 There was an increase in cost for the Council, where off payroll workers had moved to PAYE tax status. This included the Council now being responsible for holiday pay, an element of national insurance contributions, pension contributions and apprenticeship levy contribution.

Nine key worker regeneration consultant's day rate had increased only to enable the completion of the regeneration projects and these costs were contained within budgets.

The Committee noted the anomaly in the council's expenditure increasing as a result of the changes to IR35 which would not be covered in the budget.

### **RESOLVED**

To note the report.

## **27. MANAGEMENT OF SICKNESS ABSENCE**

Consideration of the report responded to an action from the June Committee meeting in which information was requested on the support being provided to managers to

manage staff sickness levels. The support measures had been in place over the last year and were expected to continue to take effect over the coming months.

The Committee noted the following support provision:

- Day to day operational advice from the HR team
- Guidance on return to work interviews
- The EAP [ employment assistance programme]
- HR Business Partners providing strategic advice and support to managers and Assistant Directors
- Provision of sickness data to highlight trends
- DMT Challenge meetings
- Managers called to discuss high sickness levels with specific targeted support identified.

The Committee further noted that 82 managers had attended groups sessions on managing sickness and Heads of Services were called to challenge meeting with AD's and HR business partners to consider steps to manage high absence levels in their service areas.

The Committee noted that higher sickness levels occurred in frontline services, in particular children's and Adults services. The levels of sickness absence in back office functions was much lower. However the support measures had seen a noticeable reduction in sickness levels in Adult Services, Children's services and Commercial and Operations.

In response to a question , It was noted that a member of staff returning from sick leave, must have an interview with their manager. This rule applies whether one-day sick leave has been taken and to a longer term sickness absence.

## **RESOLVED**

To note the report.

## **28. SCHOOL PAY POLICY**

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

The Head of Human Resources drew the Committee's attention to Pages 70 to 74 of the agenda pack which reflected the teaching pay scales which had been agreed nationally.

In response to a question, it was noted that the variations in headteacher's pay reflected the wide range of schools being managed in the borough and factors such as the size of the schools and pupil numbers in the school would be taken into account in salaries. If a headteacher managed more than one school, then they would likely receive a premium payment according to the total unit score the headteacher is



responsible for. The governing body of the school determined the pay range which was likely to be a maximum of 25% above the headteacher group.

**RESOLVED**

To approve the updated Schools Model, Pay Policy for September 2017 and recommend its adoption to Haringey maintained Schools.

**29. HR POLICY REVIEW**

The Committee considered the Probation Policy and Probation Guide for approval. This policy fell within the employment theme 'Getting and Retaining the Right People'. The guidance for managers and the actual policy was clearly separated out, which was in line with best practice.

The Committee noted that qualified social workers will have a 12-month probation to be in line with national standards.

In relation to paragraph 8.1, it was clarified that where an agency staff member had been made permanent, they would continue to have a 6-month probation period unless they have had introductory and consistent meetings with their managers which would indicate individual management of the staff member. Therefore, this probationary time period could be reduced accordingly.

In relation to paragraph 5.5, agreed that this be amended to make clear the importance of recording staff one to one meetings. Agreed to delete the first part of this paragraph and the remaining sentence reflect that written records are expected.

**RESOLVED**

1. To approve the Probation Policy and Probation Guide attached at Appendices A and B of this report.
2. That these new documents replace any existing policies and guidance, currently in place related to probation.
3. To authorise 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/she considers minor, any such amendments to be reported back to the meeting of the Committee following the making of the amendments.

**30. NEW ITEMS OF URGENT BUSINESS**

None

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

**RESOLVED**

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.

**32. EXEMPT MINUTES**

**RESOLVED**

To approve the exempt minutes of the meeting held on the 22<sup>nd</sup> and 26<sup>th</sup> of June 2017.

**33. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS**

The Committee considered exempt information.

CHAIR: Councillor Raj Sahota

Signed by Chair .....

Date .....

**Report for:** Staffing & Remuneration Committee

**Item number:** 7

**Title:** People Report – September 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 People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

#### **2. Cabinet Member Introduction**

Not applicable.

#### **3. Recommendations**

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

#### **4. Reason for Decision**

Not applicable.

#### **5. Alternative Options Considered**

Not applicable.

#### **6. Background information**

The People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, sickness absence, starters/leavers and restructures as shown in Appendix A.

##### **6.1. People Report Headlines**

- The established workforce has reduced by 20% since March 2015, this equates to a reduction in headcount of 563 against a target of 633.5 (Workforce Plan 2015-18)
- Agency, interim and consultant usage continues to reduce

- In the last rolling year 44% of staff leaving the organisation left due to redundancy and 44% left through natural wastage
- Sickness absence days/costs has reduced compared to June 2017
- 62% of the organisation engaged in My Conversation in 2017 compared to 57% in 2016

## **7. Contribution to strategic outcomes**

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

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

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers; and 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. Any impact on Revenue and Capital 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 (September 2017)

## **10. Local Government (Access to Information) Act 1985**

Haringey Council  
People Report  
Sep-17



Measure	Data Period	Period				% Change	
		Mar-15	Jun-17	Sep-17	Status	Sep17-Mar15	Sep17-Jun17
<b>Established Workforce</b>							
Headcount	M	2762	2222	2199	↓	-20	-1
FTE	M	2444.8	2004.1	1979.4	↓	-19	-1
Cost base pay - monthly (£000)	M	£6,739	£5,925	£5,847	↓	-13	-1
Cost base pay - annualised (£000)	M	£80,869	£71,103	£70,169	↓	-13	-1
Average cost per FTE (£000)	M	£33	£35	£35	↓		
<b>Off Payroll Workforce - Agency</b>							
Headcount	M	475	342	326	↓	-31	-5
FTE	M	391.0	297.0	284.0	↓	-27	-4
Cost - monthly (£000)	M	£1,892	£1,288	£1,255	↓	-34	-3
Cost - annualised (£000)	M	£22,700	£15,456	£15,063	↓	-34	-3
<b>Off Payroll Workforce - Consultants/Interims</b>							
Headcount	M	67	28	27	↓	-60	-4
FTE	M	67.0	25.3	25.3	→	-62	0
Cost - monthly (£000)	M	£785	£277	£271	↓	-66	-2
Cost - annualised (£000)	M	£9,420	£3,323	£3,248	↓	-66	-2
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>							
Headcount	M	3304	2592	2552	↓	-23	-2
FTE	M	2902.8	2326.4	2288.7	↓	-21	-2
Cost - monthly (£000)	M	£9,416	£7,490	£7,373	↓	-22	-2
Cost - annualised (£000)	M	£112,989	£89,882	£88,479	↓	-22	-2
<b>Leavers</b>							
Headcount	RY	395	515	460	↓		
FTE	RY	321.4	441.0	401.0	↓		
% Resignation/retirement	RY	53	41	44	↑		
% TUPE	RY	15	1	1	→		
% Redundancy	RY	21	44	44	→		
% Other	RY	12	15	11	↓		
<b>Starters</b>							
Headcount	RY	178	288	223	↓		
FTE	RY	156	255	197	↓		
% Permanent appointments	RY	69	75	76	↑		
% Fixed term appointments	RY	7	22	20	↓		
% Temporary appointments	RY	24	3	4	↑		
<b>Restructures</b>							
No. Restructures	M		14	13	↓		
No. Restructures at pre planning stage	M		8	1	↓		
No. Restructures at planning stage	M		3	9	↑		
No. Restructures at consultation stage	M		3	3	→		
Approx. FTE reduction of posts	M		6.0	5.0	↓		

Data Period = Period the data relates to:

M = Month

RY = Rolling Year

Status - arrows

The arrow indicates the change between the current period and previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Workforce Plan Headcount Reduction Target (2016-2018): 633.5.

The workforce has reduced by 20% since March 2015 and our base paybill has reduced by 13%. Our permanent establishment and pay bill continues to decrease when compared to June 2017. Our average cost per FTE continues to remain fairly static at approx. £35k per FTE.

Overall, there has been a decrease in the number/cost of agency when compared to March 2015.

Whilst it is necessary to reduce the level of agency workers, there will always be a requirement to use this workforce to fill short term or stop gap situations where the Council need to address an imbalance in the workforce / workload equation. The majority of agency usage (43%) in September 2017 was due to waiting to fill a permanent vacancy, with 21% of these having been here for more than 12 months.

Generally interim staff are brought in to fulfil an established role and Consultants are 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. The Council has seen a significant decrease in the number of Consultants/Interims since 2015, however, it is evident that the Council still needs to engage these types of workers to deliver key objectives in the organisation. It is important that the Council monitors these workers to ensure that objectives set are met within timescale and that vacant posts are filled in a timely manner.

Overall, our paybill has reduced since 2015, however, the need to make additional savings is still ongoing. There is currently constant change within the organisation with a number of restructures happening at any given time across different services with the majority aiming to deliver better services more cost effectively.

We have lost 460 staff in the last rolling year period with 44% leaving due to redundancy and 44% due to resigning or retiring. What this indicates is that whilst we are losing a significant number of employees through the redundancy process we are also losing just as many through natural wastage.

Whilst we have lost a vast amount of staff in the rolling year period we are still engaging a significant number of staff and we have seen an increase in the no. of permanent appointments compared with 2015. This could be as a result of the Council having to replace staff that we are losing through natural wastage.

38% of restructures are in Regeneration and 31% in Childrens Services. Overall 54% of restructures are in Deputy Chief Executive Service.

Haringey Council  
People Report  
Sep-17



Measure	Data Period	Period			% Change	
		Mar-15	Jun-17	Sep-17	Status	Sep17-Mar15

**Sickness Absence**

Sickness rate (average days)	RY	8.8	9.1	8.9	↓	2	-2
Long term sickness rate (20+ days)	RY	5.2	5.7	5.5	↓	6	-4
Short term sickness rate (<20 days)	RY	3.6	3.4	3.4	→	-5	0
Sickness cost (£000)	RY	£2,040	£2,291	£2,212	↓	8	-3

**My Conversation Outcomes**

	2016	2017	Status
% My Conversation outcomes	57	62	↑
% Nil return	21	26	↑
% Out of scope	22	12	↓
% Excellent achiever	4	6	↑
% Strong achiever	14	15	↑
% Ambitious achiever	15	17	↑
% Haringey gold	31	31	→
% Task motivated	6	6	→
% Values motivated	5	4	↓
% Task focused	12	9	↓
% Values driven	7	8	↑
% Scope to improve	6	4	↓

**Pulse Survey**

	2016	2017	Status
1. % agree there is no blame culture - mistakes are talked about freely so we can learn from them	51	52	↑
2. % agree line manager encourages conversation within team about creating solutions	71	72	↑
3. % agree there is clear link between their own objectives and team objectives	67	66	↓
4. % agree they feel able to strongly influence their performance goals	68	65	↓
5. % agree they constantly experience excessive pressure in job	67	61	↑
6. % agree that line manager recognises that speaking about problems provides an opportunity to improve things	71	69	↓
7. % agree that Haringey values are helpful in guiding the way we work	67	65	↓

**Data Period - Period the data relates to:**

M = Month  
RY = Rolling Year

**Status - arrows**

The arrow indicates the change between the current period and previous period:

↑	Increase
↓	Decrease
→	No Change

**Analysis**

Council Sickness Target: 6 days  
There has been a slight decrease in average sick days/cost in September 2017 compared to June 2017.  
Sickness absence costs equates to approximately 3% of our annualised base pay bill compared to 2.5% in March 2015.  
Compared to other London Boroughs (30) as at March 2017 Haringey had the 5th highest sickness rate placing us in the 4th quartile.

Whilst we have seen an increase in the number of My Conversation outcomes provided in 2017 there were still 26% of the workforce without a map position.

Overall, we have seen a shift within the My Conversation map with an increase in the % in the top 3 boxes (Excellent achiever, Strong achiever and Ambitious Achiever). The % of Haringey gold has remained static at 31%.

The next My Conversation data analysis will be carried out in January 2018 for period July to December 2017. The expectation is that Managers will enter My Conversation outcomes directly on to SAP in that period and they will have the flexibility of having 6 months of inputting at least 1 My Conversation Map position for each of their staff.

This will be an easier way of recording and providing My Conversation outcomes going forward and will enable HR to report on real time data as and when required.

The last Pulse Survey analysis was carried out in 2017. The results show that employees perception has improved slightly for questions 1, 2, 5 and perception has declined for questions 3, 4, 6 and 7.

Overall, this survey gives us a snapshot of how the Council is feeling at a given time and individuals response can vary depending on what is happening in their business area at the time.

**Report for:** Staffing & Remuneration Committee

**Item number:** 8

**Title:** Leadership and Management Development

**Report Authorised by:** Richard Grice  
Interim Director for Transformation & Resources

**Lead Officer:** Daksha Desai  
Head of Workforce Programme

**Ward(s) affected:** N/A

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

**1. Describe the issue under consideration**

The purpose of this report is to share with Committee members an outline of the proposed plans for developing our current and aspiring managers and leaders.

**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. The Workforce Plan was published in January 2015, and shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.
- 6.2. Haringey Managers play a key role in helping to deliver a successful Corporate Plan. The role of managers in local government at all levels continues to change, as we become smaller and flatter and more engaged with partners as well as council staff, the manager's role is expanding and the people they manager are diverse, multidisciplinary and geographically dispersed.
- 6.3. A detailed review was carried out in 2015 at Head of Service (tier three) level with the goal of creating a strong tier of managers who operationally can deliver the corporate priorities and culture change. The process included a package of support measures such

as workshops, 360-degree feedback and culminated in new role profiles for all Heads of Service, which included corporate and service accountabilities.

- 6.4. Our management development offer is now being expanded to apply to a broader audience, rather than focus specifically on the next tier of managers. The development offer is a combination of training and an array of support tools for the different phases of an employee's management career. In developing this offer a number of focus groups were held with current managers and the findings from them informed the broader offer and specifically the following:
  - 6.4.1. Leadership Qualities Framework – this framework has now been updated to provide competency descriptors for all layers of management from a Corporate Director to a Team Leader. These descriptions can be used to help design consistent job descriptions, during recruitment and selection and for performance management.
  - 6.4.2. Management Deal – this is a set of statements which underpin our organisation values and state simply what great managers need to do every day and, as it is a deal, what staff need to do in return.
  - 6.4.3. Train the Trainer programme – two of the development programmes include a 'train the trainer' component which will up-skill some of our own staff to be trainers so that they are able to deliver those training programmes in future.
  - 6.4.4. Management Qualifications – opportunity to gain formal management qualifications at varying levels depending on individual.
- 6.5. The overall package is not a generic offer, in that the design has taken on board our own employee profile and input from staff. It also seeks to capitalise on the opportunities afforded through the changes in apprenticeships, whereby it is now possible to support existing staff to take up apprenticeship qualifications without changes to their pay and conditions of employment. Access to these development opportunities will vary, depending on the particular programme or offer of support and in some cases will be limited in availability, such as sponsorship to complete a management degree following an application and selection process..
- 6.6. Appendix A is a slide deck which provides more detail of the planned development offer and will be used at the committee meeting to present this report.

## **7. Contribution to strategic outcomes**

Developing the capacity and capability of our workforce and in particular managers to be effective leaders is part of the Council's Workforce Plan which supports delivery of the Corporate Plan.

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

### **9. Chief Finance Officer**

The training programmes listed in this report will be funded through a range of funding streams.

These include the current corporate training budget held within the services budget.

In addition, our Apprenticeship Levy contributions held in our apprenticeship digital account will be used to fund the graduate programme and all management qualifications.



This is limited to available funding in our apprenticeship account and subject to approval from a panel.

The total cost for the management development will be ascertained through tender processes at different points in the year for each programme, this will be based on available funding.

The schemes within this report includes a “train the trainer” programme. It is envisaged that some of future cost for the high value training programmes will be partly be in-house with minimum cost.

**10. Assistant Director of Corporate Governance**

There are no legal implications arising from the report.

**11. Use of Appendices**

Appendix 1: Leadership and Management Development

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

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**Appendix 1:** Leadership & Management  
Development

Staffing and Remuneration Committee  
December 2017

# Introduction

We expect a lot of our managers in Haringey. On the one hand, we must operate well in the here and now, in a very challenging public service environment, constantly striving to maintain a focus on quality services while managing tight – often extremely tight – budgets. On the other, we want to grasp the opportunity that technology, new partnerships and new data provide, enabling us to think creatively about radical change, to fashion services that are fit for purpose into the future. In other words, we need to be able to manage both the ‘now’ and the ‘new’.

This slide deck is an extract of our leadership and management development offer. It provides an outline of the key tools and support offer available now or coming shortly.

# Making time to develop yourself

Taking time out of busy schedules to learn, reflect and improve your own knowledge and skills is as important as doing the day job well.

The following slides identify some of the development and support available to current manager and aspiring managers. In developing yourself, we also want you to encourage your staff to do the same.

We recommend every member of staff is encouraged to set aside 5 days of formal/informal learning each year. How this time is utilised should be agreed during your My Conversation meetings and your plan should ideally focus on the skills most needed in your current role and opportunities to develop for future roles.

As a general guideline, we recommend development is based on a 70:20:10 model for Learning and Development which holds that:

- 70% of our knowledge and skills is best developed from on the job activities such as making decisions, addressing challenges and taking an active role in your team
- 20% is through interactions with others which could include coaching, mentoring, supervision or professional networks
- 10% is formal training such as classroom workshops and e-learning

Fuse is our online learning system and fully supports the 70:20:10 model. For example, you can access learning resources on the job, learn from your colleagues and share your skills as well as book your place on face to face training and events.

# Resources to support staff



## Leadership Qualities Framework [NEW]

Describes the standards needed for high quality leadership at all levels of management.

Use the framework to develop consistent job profiles, during recruitment and selection as part of My Conversation objective setting.

[View framework](#)



## Coaching & Mentoring

About receiving opportunities to be coached or mentored and sharing those skills by coaching and mentoring others. Current offer includes:

- [Career Coaches](#)
- [My Mentor](#)
- [My Career Portal](#)



## Management Deal [NEW]

Describes what great managers do everyday to support their teams and individuals to perform their best. It should represent your commitment to staff and in turn has a number of asks from your staff to honour the concept of a deal.

[View deal](#)



## Fuse

This is our learning management system (LMS). It is your go-to place to access learning and book on events. Make sure you join the relevant communities to receive automatic updates.

[Fuse](#)



## Qualifications & Apprenticeships [NEW]

- ILM Level 2 qualification for aspiring leaders
- Level 3-5 Business Management qualification
- BA Management degree (limited availability)
- MBA degree (limited availability)

[View apprenticeship brochure](#)



## My Conversation Quick Guide [NEW]

A quick guide on how to have effective My Conversation Map discussions. This complements the comprehensive tools on intranet and Fuse around this.

[View guide](#)

**Report for:** Staffing & Remuneration Committee

**Item number:** 9

**Title:** Gender Pay Gap Reporting

**Report authorised by:** Richard Grice - Director Transformation & Resources

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

**Ward(s) affected:** All

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

## **1 Describe the issue under consideration**

- 1.1 As a public authority which has 250 or more employees, the Council is required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to report publicly every year on the differences in aggregate pay and bonuses of men and women. This is known as Gender Pay Gap Reporting.
- 1.2 Gender Pay Gap is concerned with variances in the average earnings of men and women, regardless of role or seniority. It is a broader measure of capturing not only if any equal pay issues exist within the Council, but also any pay inequalities resulting from variances in the sorts of jobs performed by men and women and the gender composition of our workforce by seniority.
- 1.3 This is the first report being submitted to the Staffing and Remuneration Committee, which is based on preliminary results, in order to prepare and inform the Council on what Gender Pay Gap Reporting is and what we need to do as part of this exercise. We will be reporting back yearly on the Council's Gender Pay Gap.

## **2 Cabinet Member Introduction**

Not required for the Staffing and Remuneration Committee.

## **3 Recommendations**

- 3.1 To note the preliminary results of the Gender Pay Gap report and that the final report will be published as required by 30<sup>th</sup> March 2018.

#### 4 Reason for Decision

- 4.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 sets out that the first gender pay gap report for public authorities, which have 250 or more employees on the 31<sup>st</sup> March 2017, is required to be published no later than 30<sup>th</sup> March 2018. The report must be based on data as at 31<sup>st</sup> March 2017.

#### 5 Alternative Options Considered

N/A

#### 6 Background information

- 6.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require all public authorities with 250 or more employees to prepare and publish data regarding their Gender Pay Gap.

- 6.2 Under this legislation the Council is obliged to ensure the following is completed:

- To report our data to the gov.uk website
- To publish our gender pay gap report on the Council's external website making it accessible to all its employees and to the public. The report must be available on the external website for at least three years beginning with the date of publication. The first report must be published no later than 30<sup>th</sup> March 2018

- 6.3 The Council will need to publish figures confirming the following:

- Gender pay gap in mean hourly pay
- Gender pay gap in median hourly pay
- Mean bonus pay gender pay gap
- Median bonus pay gender pay gap
- Proportion of males and females receiving bonus pay
- Proportion of males and females in each quartile pay band

- 6.4 The calculations for the above are worked out as follows:

Calculation	Explanation
<b>Gender Pay Gap in Mean Hourly Pay</b>	Difference between the mean hourly rate of pay of male full-pay relevant employees and female full-pay relevant employees .
<b>Gender Pay Gap in Median Hourly Pay</b>	Difference between the median hourly rate of pay of male full-pay relevant employees and female full -pay relevant employees.
<b>Mean Bonus Pay Gender Pay Gap</b>	Difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
<b>Median Bonus Pay Gender Pay Gap</b>	Difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
<b>Bonus Pay</b>	The proportions of male and female relevant employees who were paid bonus pay during the relevant period.
<b>Quartile Pay Bands</b>	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.



6.5 To prepare the Council for this publication we have carried out a preliminary Gender Pay Gap report to ensure that:

- We understand the data requirements and that the data is obtainable from our payroll system.
- To identify any shortfalls in our data set and how information might be obtained otherwise.
- To understand what the data is telling us and to prepare our response and communication accordingly.

6.6 The following is a list of risks and issues that could arise following on from Gender Pay Gap reporting:

- The new rules on reporting are compulsory. The Equality and Human Rights Commission will be responsible for monitoring how public bodies are complying with the gender pay gap reporting requirements, and can take enforcement action. This means it can issue a compliance notice to a public body that it believes is failing to comply with the requirements, and ultimately it can apply to the courts for a compliance order. Moreover, not reporting or reporting a significant gap in pay figures may lead to reputational damage for the Council and issues attracting talent.
- If the Council cannot demonstrate that it is paying men and women equally for doing the same/ comparable job, then it may find itself in breach of the equal pay provisions of the Equality Act 2010.
- If a gender pay gap is identified, the Council could be faced with a rise in claims stemming from perceived gender pay discrimination.

6.7 From the preliminary exercise we have undertaken we can confirm the following findings:

- The median hourly rate of pay for both men and women are the same.
- There is a slight difference of 3.1% in the mean hourly rate of pay of men and women. A variance of less than +/-5% is considered negligible. Full details can be found in Appendix A.

## **7 Contribution to strategic outcomes**

7.1 Gender Pay Gap Reporting will need to be produced yearly in order to comply with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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

8.1 Assistant Director of Corporate Governance

The requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, as they relate to the Council, are set out in the body of the report.

## 8.2 Chief Finance Officer

There are no financial implications arising from this report.

## 8.3 Equalities

- The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to: eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act; advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; foster good relations between people who share a relevant protected characteristic and people who do not share it.
- A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, marriage or civil partnership, religion or belief, sex (formerly gender), and sexual orientation.
- A preliminary Gender Pay Gap report has been produced as shown in Appendix A. Whilst the report illustrates that there is a slight disparity between the mean hourly rate of males and females of 3.1%, a % variance of +/- 5% would be considered negligible. Going forward the Council will monitor this variance and will publish up to date information annually as required under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

## 9 Use of appendices

Appendix A - Haringey Council's Gender Pay Gap Data Analysis

## 10 Local Government (Access to Information) Act 1985

## Haringey Council - Gender Pay Gap Reporting

Statutory Reporting Data					Benchmarking Information				
Pay Rates		Gender Pay Gap			Female Pay as a percentage of Male Pay	Hourly Rate (Female)	Hourly Rate (Male)	Difference	
Mean Hourly Rate		3.1%			96.9%	£18.38	£18.96	£0.58	
Median Hourly Rate		0.0%			100.0%	£16.86	£16.86	£0.00	
Pay Quartile Information					Workforce Composition				
Pay Quartiles		Female	Male	Total	Female Headcount	Male Headcount	Total Headcount		
Proportion of females and males paid above the 75th percentile.		62%	38%	100%	344	207	551		
Proportion of females and males paid between the median and 75th percentile.		67%	33%	100%	370	182	552		
Proportion of females and males paid between the median and 25th percentile.		61%	39%	100%	339	213	552		
Proportion of females and males paid below the 25th percentile.		74%	26%	100%	406	145	551		
Bonus Information					Additional Information				
Bonus Pay		Gender Bonus Gap			Female Bonus as a % of Male Bonus	Bonus Pay (Female)	Bonus Pay (Male)	Difference	
Mean Bonus		0.0%			100.0%	0	0	0	
Median Bonus		0.0%			100.0%	0	0	0	
Bonuses paid									
Females paid a bonus as % of all females		0%							
Males paid a bonus as % of all males		0%							

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**Chief Executive**


**Significant decisions - Delegated Action - For Reporting to Staffing and Remuneration Committee on 14 December 2017**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	14 July 2017	◆ Appointment of Clive Heaphy as Interim Chief Finance Officer	◆ Decision to appoint Clive Heaphy as the Interim Chief Finance Officer and designated statutory Chief Finance Officer/Section 151 Officer to take effect 21 August 2017 for a period of 6 months, consequent on changes to the establishment (Strategic Leadership Structure) and pending permanent recruitment to the post
2.			
3.			
4.			

**Delegated Action**

Type	Number

SLT Officer/Assistant Director Signature .....  ..... Date 4.12.17 .....

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