

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 5th February, 2018, 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

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. MINUTES (PAGES 1 - 8)

To confirm and sign the minutes of the meeting held on 14th December 2017 and the special meetings held on the 4th & 14th December 2017.

6. SENIOR MANAGEMENT RESTRUCTURE

Report of the Chief Executive.

To follow

7. PAY REVIEW - APRIL 2018 (PAGES 9 - 26)

Report of the Chief Executive and Head of Paid Service outlining the proposed changes to the NJC pay spine and the impact to the pay bill of Haringey Council and providing the Committee with recommendations for the conduct of the Senior Managers' Pay Review for 2018.

8. PAY POLICY STATEMENT 2018-19 (PAGES 27 - 42)

Report of the Interim Director for Transformation and Resources. The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at full Council on 20th March 2017.

The attached Pay Policy Statement provides an update for publication in April 2018.

9. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS (PAGES 43 - 48)

Report of the Assistant Director of Corporate Governance and Monitoring Officer to inform the Committee of non-executive delegated decisions and significant actions taken by Directors.

10. NEW ITEMS OF URGENT BUSINESS

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

11. 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.

12. DELEGATED DECISIONS, SIGNIFICANT ACTIONS AND URGENT ACTIONS (PAGES 49 - 54)

13. EXEMPT MINUTES (PAGES 55 - 58)

To confirm and sign the exempt minutes of the special meetings held on 4th and 14th December 2017.

14. 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

Friday, 26 January 2018

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**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON THURSDAY, 14TH
DECEMBER, 2017, 7.00 - 8.20 pm**

PRESENT:

Councillors: Zena Brabazon (Vice-Chair), Liz McShane and Viv Ross

44. 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.

45. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were apologies for absence from Councillor Sahota and Councillor Arthur.

46. URGENT BUSINESS

There were no items of urgent business put forward.

47. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

48. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

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

49. MINUTES

The minutes of the Staffing and Remuneration Committee held on the 2nd October 2017 were agreed as a correct record of the meeting.

50. PEOPLE REPORT (JULY - SEPTEMBER)

The Reward Strategy Manager 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.

The Committee were updated on the reduction in headcount to 563 along with the reduction in the use of agency, interim and consultant staff. The Committee also noted that 62% of staff were engaged in the My Conversation process which was an improvement in comparison to 2016.

When discussing the results of the pulse survey the Committee raised its concern over the percentage of staff who disagreed that a blame culture did not exist and queried whether the survey was able to give an analysis according to job grades, ethnicities and age. It was agreed that the detailed background data collected from the survey would be shared with the Committee. It was also agreed that it would be useful for the supplier of the pulse survey to attend the Staffing & Remuneration Committee to answer any questions that the members might have.

Action: Reward Strategy Manager/ Head of Workforce Programme

In response to a question from the Committee regarding the future plans to stabilise the Council's workforce it was noted that a diligent effort was being made to promote more thoughtfulness in how staffing resources were being used. One option discussed was that of a flexible workforce which could be utilised to address peaks in workloads across the organisation.

In response to a question in relation to the apprenticeship levy it was agreed that information regarding how this was being used by the Council would be presented to the Committee and scheduled into the next years forward plan of agenda items to be discussed.

Action: Head of Workforce Programme

RESOLVED

That the Committee note the Report for information.

51. LEADERSHIP & MANAGEMENT DEVELOPMENT

The Committee considered the report as presented by the Head of Workforce Programme outlining the key tools and leadership & management development offers available to managers. It was highlighted that staff were being encouraged to develop themselves using the 70:20:10 model and that this was fully supported by the online learning system Fuse.

The Committee next discussed other resources available to support staff development, these included:

- Leadership Qualities Framework
- Management Deal
- Qualifications & Apprenticeships
- Coaching & Mentoring, and
- My Conversation.

In response to a question from the Committee regarding BA & MBA level apprenticeships it was noted that the apprenticeship levy required that 20% of work time be used for training towards the qualification. It was also emphasized that staff were not obligated to stay working for the Council once they had completed their course but diligent effort would be made to upskill and retain those staff members.

The Committee raised its concern over Council departments working in silos and asked what was being done to address this. It was noted that through management training collaborative working was being encouraged between service areas.

The Committee recommended inviting Councillors to meet with Council staff so that an exchange of knowledge and understanding could take place

It was agreed that an update on the progress of this leadership and management development programme would be brought back to the Staffing & Remuneration Committee at a later point.

Action: Head of Workforce Programme

RESOLVED

That the Committee note the report for information.

52. PRELIMINARY REPORT - GENDER PAY GAP

The Committee considered the report as presented by the Reward Strategy Manager outlining the preliminary results of the Councils gender pay gap statistics. The Committee were informed that the Council had now registered on the governments gender pay gap reporting service and were presented a letter from the Government Equalities Office stating this. It was noted that the deadline for full submission of the data was by 30 March 2018.

The Committee discussed other types of data that could be collated which would be useful in understanding the challenges met by the Council and how Haringey looked in comparison to other local authorities. It was noted that HR were using the London Councils template to start looking at data for other protected characteristics.

RESOLVED

That the Committee note the preliminary results of the Gender Pay Gap report and that the final report will be published as required by 30th March 2018.

53. DELEGATED AUTHORITY REPORT - INTERIM APPOINTMENT OF THE S151 OFFICER

RESOLVED

The Committee noted the delegated decision to appoint Clive Heaphy as the interim Chief Finance Officer and designated statutory Chief Finance Officer/Section 151 Officer from 21st August 2017 for a period of 6 months.

54. NEW ITEMS OF URGENT BUSINESS

None.

55. EXCLUSION OF THE PRESS AND PUBLIC

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.

56. EXEMPT MINUTES

RESOLVED

To approve the exempt minutes of the meeting held on the 2nd October and the special meeting held on 27th September 2017.

57. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS

The Committee considered exempt information.

58. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR:

Signed by Chair

Date

MINUTES OF THE MEETING OF THE SPECIAL STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 4TH DECEMBER, 2017, 2.00 pm

PRESENT: Councillors: Raj Sahota (Chair), Liz Morris and Elin Weston

34. 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.

35. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllrs Arthur & Ross for whom Cllrs Weston and Morris were substituting.

36. URGENT BUSINESS

There were no items of urgent business.

37. DECLARATIONS OF INTEREST

There were no declarations of interest.

38. APPOINTMENT TO THE POST OF DIRECTOR OF CHILDREN'S SERVICES

The Committee considered the report of the Interim Chief Executive on the appointment to the position of Director for Children's Services 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

- That the Committee appoint Candidate A to the post of Director of Children's Services.
- That the final salary be delegated to the Interim Chief Executive in consultation with the Cabinet Member for Children & Families within the range of £112,100 to £130,300 as set out in the Council's Pay Policy Statement 2017/18.
- That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON THURSDAY, 14TH DECEMBER, 2017, 12.00 - 12.15 pm

PRESENT: Councillors Zena Brabazon (Vice-Chair), Viv Ross and Ali Demirci

39. 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.

40. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were received from Cllr Sahota, Cllr McShane and Cllr Arthur, for whom Cllr Demirci was substituting.

41. URGENT BUSINESS

There were no items of urgent business.

42. DECLARATIONS OF INTEREST

There were no declarations of interest.

43. APPOINTMENT TO THE POST OF HEAD OF AUDIT & RISK MANAGEMENT

The Committee considered the report of the Assistant Director Corporate Governance on the appointment to the position of Head of Audit & Risk Management 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.

It was noted that both candidates interviewed were of a very high standard and both were appointable.

RESOLVED

It was unanimously agreed:

- That the Committee appoint Candidate A to the post of Head of Audit & Risk Management.

- That the final salary be delegated to the Assistant Director Corporate Governance within the range of £81,600-£94,700 as set out in the Council's Pay Policy Statement 2017/18.
- That this appointment will take effect if and when the appointed candidate accepts in writing the contract of employment offered by the Council.
- That, in the event of Candidate A not accepting the post for any reason, the post be offered to Candidate B.

CHAIR:

Signed by Chair

Date

Report for: Staffing and Remuneration Committee

Item number:

Title: Pay Review – April 2018

Report

authorised by : Zina Etheridge - Chief Executive and Head of Paid Service

Lead Officer: Ian Morgan – Reward Strategy Manager

Ward(s) affected: All

Report for Key/

Non Key Decision: n/a

1. Describe the issue under consideration

- 1.1 The National Joint Council (NJC) represents local authorities in England, Wales and Northern Ireland and their employees and are responsible for the national agreement on pay and conditions of employment which is the basis of the employment contract for the majority of Council's staff.
- 1.2 The agreement includes a pay spine which, in conjunction with the Haringey Price Tag, forms the pay and grading arrangements of employees covered by NJC.
- 1.3 The primary purpose of this report is to set out the proposed changes to the NJC pay spine and the impact to the pay bill of Haringey Council.
- 1.4 The secondary purpose of this report is to provide the Committee with recommendations for the conduct of the Senior Managers' Pay Review for 2018.

2. Cabinet Member Introduction

Not required for the Staffing and Remuneration Committee.

3. Recommendations

- 3.1. Note the changes to the National Joint Council pay arrangements for local authority staff.
- 3.2. Approve the parameters for the conduct of the Senior Manager Pay Review for 2018 as set out in this report.

4. Background to NJC Pay Review

- 4.1 Part of the current two year pay deal was a commitment to review the "Green Book" pay spine, in order to meet the challenge of achieving the Government's target of a National Living Wage equal to 60% of median earnings by 2020.

- 4.2 A joint technical review group, made up of Local Government Association (LGA) officers and trades union officials, was set up in 2016 with the aim of developing a national pay agreement to help future proof the national pay scales from large increases in the National Living Wage; and deal with potential equality and parity issues in the bottom pay scales. The technical review group undertook this work outside any formal negotiating position.
- 4.3 The National Living Wage (currently £7.50 per hour; £7.83 from April 2018) is driving pay increases at the bottom end of the local government pay scale which has increased by 19% between 2013 and 2017. Bottom loading has caused compression in the lower grades and the erosion of pay differentials. In order to meet the forecast National Living Wage rate of £8.75 by 2020, the bottom rate of pay would have to increase by a further 12%.
- 4.4 The technical group's solution was to propose a two year deal commencing in April 2018. The first year would see another bottom loaded pay increase and a new pay spine would be introduced in the second year.
- 4.5 Historically the pay spine arrangements for London have echoed the NJC framework and London Councils have undertaken some similar pay modelling in order to create a new pay spine that:
- Is compliant with London Living Wage (given that 29 London boroughs are committed to the voluntary rate)
 - Has equal incremental increases between each spinal column point
 - Does not cause equal pay issues
 - Can be the basis for a collective agreement
- 4.6 London Councils have yet to finalise their model, however, working on what we believe is the most feasible model we estimate that pay increases for the next two years are as set out in the following table:

Estimated pay awards for the rest of the workforce		
Grade	April 2018	April 2019
PO8	1.74%	4.28%
PO7	1.60%	1.69%
PO6	1.74%	4.20%
PO5	1.73%	1.61%
PO4	1.82%	4.05%
PO3	1.10%	3.27%
PO2	2.36%	4.64%
PO1	3.63%	2.15%
SO1	5.41%	2.91%
Scale 6	8.26%	1.48%
Scale 5	10.77%	3.18%
Scale 4	12.64%	3.01%
Scale 3	14.73%	1.18%
Scale 2	13.99%	4.54%
Scale 1	10.92%	4.28%

Overall	5.81%	2.75%
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5. Background to Senior Managers' Pay Review

5.1. Overall Reward Principles – On 14th September 2015 the Staffing & Remuneration Committee agreed to the adoption of a number of overarching principles regarding our pay policy and practices for all staff. These were:

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

5.2. Senior Management Reward Principles – In addition there were a number of principles that applied to the senior management population regarding the determination of base pay including pay on appointment; and the conduct and timing of pay reviews. These were:

5.2.1 Base pay will be determined by:

- The role and where it sits in the organisation. All senior management roles will be evaluated using the Hay Group Guide Chart methodology.
- Reference to the external market, through regular participation in relevant pay surveys.
- Individual factors, including capability in the role demonstrated through growth in skills or role.
- Relevant internal pay comparisons.
- Pay bands for senior management will consist of open ranges without incremental points.

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

5.2.3 Hiring managers will be provided with relevant pay data by Human Resources prior to any appointment. This will assist in forming a view about the pay range within which Haringey is prepared to appoint. Account will be taken of any internal pay relationships, with respect to staff doing the same or similar roles.

- 5.2.4 The main pay review for senior management will normally be in April each year, however, provision will be made for a supplementary review in October to review, but not necessarily increase, the pay of individuals who for one reason or another were not eligible for a pay review in April. Such awards will not be backdated.
- 5.3. Conduct of the Senior Manager Pay Review April 2018
- 5.3.1 One of the central principles of the new Senior Managers' Pay and Grading arrangements introduced in 2016 was the concept that an individual's salary would be reviewed, but not necessarily increased each year; and any pay award would be linked to the individual's contribution. This principle was embodied in the new senior management contracts of employment which in accordance with the Committee's decision on 26th January 2016 were issued to all senior managers (including the Chief Executive) to take effect from 1st April 2016.
- 5.3.2 To be eligible for the 2018 pay review individuals must have been employed on or before 1st October 2017, have successfully passed their probationary period, and hold a senior management position, as described below, on 1st April 2018. Senior managers employed after 1st October 2017 will be eligible for the supplementary review planned for 1st October 2018.
- 5.3.3 The eligible senior management positions are defined as the Strategic Leadership Team (SLT), Directors and Assistant Directors; and Heads of Service reporting directly to a Director, Assistant Director or a member of the SLT. A summary of senior management positions, together with their associated pay bands, is set out in Appendix A.
- 5.3.4 Individuals on NHS, Teachers or Soulbury terms and conditions are excluded from the senior managers' pay review as they have their own arrangements.
- 5.3.5 In addition there are a number of positions designated Senior Professional III that fall outside of the eligible senior management positions as defined in 5.3.3.
- 5.3.6 There are also a number of other senior positions that are on the Haringey payroll but are not part of our establishment and whose costs are met by consortia of local authorities.
- 5.3.7 The senior manager population have been using the My Conversation tool to assess both their performance outcomes and values and behaviours. This will be used as evidence of an individual's contribution to the Council and the results will populate the pay decision matrix. The proposed matrix is set out in Appendix A.
- 5.3.8 The pay bands for senior managers were devised in 2015 and are subject to periodic review. We are recommending that the senior manager pay bands be revised for 2018 by lifting the benchmark of each pay band by 1% and recalibrating the minimum and maximum of each band. This will help protect the headroom established by the Modern Reward Strategy between the senior manager population and the rest of the workforce and act as a buffer against the effects of compression on the national framework. The revised pay bands are set out in Appendix A.

- 5.3.9 Pay awards will be calculated as a percentage of the benchmark position for each role. By using this approach the pay award amount will be the same for everyone in the pay band, although the percentage increase will be greater for someone near the minimum of the pay band and smaller for someone near the maximum of the pay band.
- 5.3.10 We are recommending a pay award budget for the senior management population based on 2% of the aggregated benchmarks of the senior manager pay bands as set out in Appendix A.

6. Reason for decision

- 6.1. The Modern Reward Strategy has given the Council greater democratic control over the Senior Managers' Pay and Grading arrangements by breaking with the national pay bargaining and outcomes from the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC).
- 6.2. The Committee agreed, at its meeting on 14th September 2015, to review the parameters of the conduct of the Senior Managers' Pay Review each year and delegate responsibility for managing the annual review, including addressing any anomalies such as recruitment and retention supplements, to the Head of Paid Service.

7. Alternative options considered

This is a report back item.

8. Contribution to strategic outcomes

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

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

9.1 Assistant Director of Corporate Governance Comments

There appear to be no legal implications arising from this report.

9.2 Chief Finance Officer Comments

- 9.1. The Chief Finance Officer has been consulted on the proposals set out in this report. The budget/Medium Term Financial Strategy (MTFS) that will be considered by Cabinet on 13th February 2018 and presented for Full Council approval on 26th February 2018 contains adequate provision to fund the cost of the pay increase set out in this report.

Equalities Comments

- 9.2. The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:
- 9.2.1. Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act;
- 9.2.2. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;

- 9.2.3. Foster good relations between people who share a relevant protected characteristic and people who do not share it;
- 9.2.4. A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.
- 9.2.5. An equalities impact assessment has been completed as shown in Appendix B.

10. Use of Appendices

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

Appendix A – Conduct of the Senior Managers’ Pay Review in April 2018

Appendix B – Senior Manager Equalities Impact Assessment

11. Local Government (Access to Information) Act 1985

Not applicable.

Conduct of the Senior Managers' Pay Review for 2018

Overview

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

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

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

We have set out below the main parameters for the conduct of the pay review for 2018.

Eligibility

To be eligible for the 2018 pay review individuals must have been employed on or before 1st October 2017 and have successfully passed their probationary period, and hold a senior management position as set out below on 1st April 2018.

Senior managers employed after 1st October 2017 will be eligible for consideration in the supplementary review planned for 1st October 2018.

Population

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

In addition, there are a number of positions designated Senior Professional III that form part of the wider senior management population and are subject to the same terms and conditions and pay review arrangements.

There are also a number of other roles that are on the Haringey payroll but not part of our establishment and whose costs are met by consortia of local authorities.

Exclusions

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

Summary of Senior Management Roles					
Level	People Leader	Individual Contributor	Grade	People	Posts
A	Senior Leadership Team		HA2	1	1
			HA1	2	2
B	Director / Assistant Director		HB2	6	7
			HB1	10	12
C	Head of Service	Senior Professional III	HC3	9	12
			HC2	26 + 6	27 + 7
			HC1	20 + 16	27 + 19

Budget

The budget for the senior manager pay award will be based on 2% of the aggregated benchmarks (midpoint) of the senior manager pay bands as set out below.

Pay Decision Matrix

The senior manager population will be using the My Conversation tool to gather evidence of their contribution to the Council and populate the map which assesses both their performance outcomes and values and behaviours.

How the senior management population are using My Conversation will be tracked throughout the 2017/18 performance year and the results will be used to populate the pay decision matrix for April 2018.

The pay award matrix set out below is for illustrative purposes. The actual percentages may be adjusted to ensure that the overall cost of the senior manager pay award is kept within the budget set by the Staffing & Remuneration Committee.

Pay Award Matrix - Provisional			
Performance (Results)	2%	Up to 2.5%	Up to 3%
	Not less than 1.5%	2%	Up to 2.5%
	Not less than 1%	Not less than 1.5%	2%
	Behaviours		

Pay Awards

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

Example					
Pay Band	Minimum	Benchmark	Maximum	Pay Award	
Level C Step 1	£59,700	£64,500	£69,300	1%	£645
Employee	Current Salary	Increase (£)	New Salary	Increase (%)	
Employee A	£60,000	£645	£60,645	1.08%	
Employee B	£68,000	£645	£68,645	0.95%	

Pay Bands

Set out in the table below are the provisional pay bands that will be used for the senior manager pay review.

Pay Bands – Effective from 1 st April 2018 – Provisional						
Level	People Leader	Individual Contributor	Step	Min.	Mid. (benchmark)	Max.
A	Senior Leadership Team		Step 2	£177,200	£191,600	£206,000
			Step 1	£138,900	£150,200	£161,500
B	Director / Asst. Director		Step 2	£113,200	£122,400	£131,600
			Step 1	£96,700	£104,500	£112,300
C	Head of Service	Senior Professional III	Step 3	£82,400	£89,100	£95,800
			Step 2	£69,900	£75,600	£81,300
			Step 1	£59,700	£64,500	£69,300

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EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a ‘**General Duty**’ on all public bodies to have ‘**due regard**’ to the need to:

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

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council’s commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council’s Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Senior Manager Pay Review
Service area	HR
Officer completing assessment	Christiana Kyriacou
Equalities/ HR Advisor	
Cabinet meeting date (if applicable)	N/A
Director/Assistant Director	Richard Grice

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

One of the central principles of the new Senior Managers' Pay and Grading arrangements introduced in 2016 was the concept that an individual's salary would be reviewed, but not necessarily increased each year; and any pay award would be linked to the individual's contribution. This principle was embodied in the new senior management contracts of employment which in accordance with the Committee's decision on 26th January 2016 were issued to all senior managers (including the Chief Executive) to take effect from 1st April 2016. Therefore, as a result of this a pay review is due for April 2018.

As the Senior Manager Pay Review affects current senior managers across all protected characteristics it is necessary to conduct an EqIA. This will allow the Council to consider the impact of the pay review and address any unintended consequences that could impact on equality and risk the Council failing to meet its statutory equality duties. The assessment will allow the Council to reduce where possible any adverse impact identified and ensure that alternatives can be considered.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff
Sex	N/A	Workforce data from HR System
Gender Reassignment	N/A	Workforce data from HR System
Age	N/A	Workforce data from HR System
Disability	N/A	Workforce data from HR System
Race & Ethnicity	N/A	Workforce data from HR System
Sexual Orientation	N/A	Workforce data from HR System
Religion or Belief (or No Belief)	N/A	Workforce data from HR System
Pregnancy & Maternity	N/A	Workforce data from HR System
Marriage and Civil Partnership	N/A	Workforce data from HR System

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

In summary there is evidence to suggest that some people that share protected characteristics are more likely to be affected by the review, for example employees who are men, white, heterosexual and aged 45-54 as these equality strands are overrepresented in the senior manager population when compared to the Council's workforce profile (excluding Schools).

When the outcomes of the Pay Review are determined a follow up Equalities Impact Assessment will be undertaken to further assess the impact on staff by protected characteristics.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

In the new senior manager contract which was issued to all senior managers in April 2016 onwards it was made clear that senior managers' pay will be reviewed but not necessarily increased each year.

Since April 2016 the senior manager population have been using the My Conversation tool to assess both their performance outcomes and values and behaviours. My Conversation outcomes were collected in 2016/17 and the results were used as evidence of an individual's contribution to the Council and informed the Senior Manager Pay Review in April 2017.

Over the last year (2017/18) we have continued to gather evidence of My Conversation outcomes for the senior manager population and again the results will be used as evidence to inform the April 2018 Pay Review.

These outcomes will be finalised in February/March 2018 and will determine the eligibility for a pay award in April 2018.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

All senior managers have signed and accepted the terms of their senior manager contract stating that senior managers' pay will be reviewed but not necessarily increased each year.

The senior manager population are aware that the My Conversation tool is used to gather evidence of an individual's contribution to the Council and the outcomes will be used to determine eligibility for a pay award for senior managers. This process is now embedded in the organisation.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

Please note that the Council wide profile data below does not include Council employees based in Schools.

1. Sex

Analysis by Sex			
Sex	No.	% affected by review	% Council Wide
Female	54	55	66
Male	44	45	34
Total	98	100	100

The gender breakdown of employees affected by the senior managers pay review shows that men (45%) are overrepresented in this group when compared to the Council profile of 34%.

Positive		Negative		Neutral Impact	X	Unknown Impact	
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2. Gender reassignment

The Council currently does not hold sufficient information on Gender Reassignment. There is no evidence to suggest that the pay review will have a negative effect on this group, as it has been designed to treat all groups consistently and there is no evidence this group are overrepresented in the affected group, comparing it with the Council workforce as a whole.

Positive		Negative		Neutral impact	X	Unknown Impact	
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3. Age

Analysis by Age		
Age Band	% affected by review	% Council Wide
16 to 24	0	1
25 to 34	3	15
35 to 44	26	24
45 to 54	47	34
55 to 64	24	23
65 and over	0	2

The age group analysis of those affected by the review shows employees aged 45 to 54 (47%) are overrepresented in this group when compared to the Council profile of 34%.

Positive		Negative		Neutral impact	X	Unknown Impact	
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4. Disability

Analysis by Disability			
% Disabled	% Not Disabled	% Not Declared	% Disabled Council Wide
1	81	18	8

The disability analysis of those affected by the review shows that 1% have a disability compared to 8% of the Council profile.

It should be noted that 18% in this population have not declared their disability status and therefore there may be other employees in this population who have a disability but prefer not to say.

Positive		Negative		Neutral impact	X	Unknown Impact	
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5. Race and ethnicity

Analysis by Ethnicity		
Ethnic Group	% affected by review	% Council Wide
BAME	22	51
White Other	8	16
White	64	29
Not Declared	5	4

The ethnicity analysis of those affected by the implementation shows employees in the White group (64%) are overrepresented compared to the Council profile of 29%.

Positive		Negative		Neutral Impact	X	Unknown Impact	
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6. Sexual orientation

Sexual Orientation Analysis		
Sexual Orientation	% affected by review	% Council Wide
Not Recorded	45	55
Bi-Sexual	0	1
Gay Man	3	1
Heterosexual	44	32
Lesbian	1	1
Prefer not to say	7	10

The sexual orientation analysis of those affected by the review shows that employees in the Heterosexual group (44%) are overrepresented compared to the Council profile of 32%.

It should be noted that 45% of those affected by the review, have not declared their sexual orientation, so this analysis needs to be viewed with this in mind.

Positive		Negative		Neutral impact	X	Unknown Impact	
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7. Religion or belief (or no belief)

Religion Analysis		
Religion/Belief	% affected by review	% Council Wide
Not Recorded	45	55
Buddhist	0	0.3
Christian	18	19
Hindu	0	1
Jewish	1	0.5
Muslim	0	4
None	24	10
Other	2	1
Prefer not to say	9	9
Sikh	0	0.4

The Religion/Belief analysis of those employees affected by the review shows an overrepresentation in the 'none' group (24%) when compared to the Council's profile of 10%.

It should be noted that 45% of those affected by the review, have not declared their religion/belief, so this analysis needs to be viewed with this in mind.

Positive		Negative		Neutral impact	X	Unknown Impact	
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8. Pregnancy and maternity

2% of those affected by the pay review are on maternity leave compared to 1% in the Council.

Positive		Negative		Neutral impact	X	Unknown Impact	
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9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination against people in a marriage or against people in a civil partnership)*

8% of those employees affected by the review have indicated they are married compared to 8% of the Council profile.

It should be noted that 78% of employees affected by the pay review have not indicated their marital status compared with 74% of the Council profile.

Positive		Negative		Neutral impact	X	Unknown Impact	
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Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
This includes:
 - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
 - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
 - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

In summary there is evidence to suggest that some people that share protected characteristics are more likely to be affected by the pay review, for example employees who are men, white, heterosexual and aged 45-54 as these equality strands are overrepresented in the senior manager population when compared to the Council's workforce profile (excluding Schools).

The My Conversation tool is a fair and consistent approach of assessing an individual's performance outcomes and values and behaviours across the organisation both for the senior manager population and the rest of the workforce.

The Senior Manager Pay Review was introduced to ensure that senior managers pay is reviewed annually but not necessarily increased and this in turn will ensure a consistent approach that aligns with pay reviews that are carried out nationally for the rest of the workforce on National Joint Council (NJC) Pay & Conditions.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
All protected characteristics.	<i>To run a periodic Council wide data collection exercise to address gaps in equalities data.</i>	HR	<i>Carry out a periodic data collection. Recent collection undertaken November 2017.</i>

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

N/A

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

Once the Pay Review is completed and pay awards are determined we will carry out a further Equalities Impact Assessment to ascertain the impact on senior managers by protected characteristic.

The My Conversation tool will continue to be used to determine senior managers' eligibility for a pay award and the collection of data and the moderation process will continue to ensure that the Council has a robust process which determines senior manager pay awards.

It is intended that a periodic data collection exercise will be undertaken to address gaps in equalities data held on the HR System. An exercise was undertaken in November 2017 and whilst some data was collected some further work needs to be done to ensure a more conclusive equalities data set is held which accurately reflects the demographics of our workforce.

7. Authorisation

EqIA approved by (Assistant Director/ Director)	Date.....
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8. Publication

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

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Please contact the Policy & Strategy Team for any feedback on the EqIA process.

Report for: Staffing and Remuneration Committee

Item number:

Title: Pay Policy Statement 2018-19

Report

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

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

Ward(s) affected: N/A

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

1.1 The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at full Council on 20th March 2017.

1.2 The attached Pay Policy Statement provides an update for publication in April 2018.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

3.1. That the Committee approve the draft Pay Policy Statement 2018/19, attached at Appendix A.

3.2. The Interim Director of Transformation & Resources is also authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as he considers minor.

3.3. That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 19th March 2018.

4. Reason for decision

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

5. Alternative options considered

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

6. Background information

- 6.1. The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement.
- 6.2. Under this legislation the Council is obliged to state how the pay of senior managers is determined. In addition, the supplementary guidance issued under section 40 of the Localism Act requires full Council to be given the opportunity to vote on any proposed payment upon appointment or termination of employment of £100,000 or more.
- 6.3. It is not proposed that the approval of payment upon appointment or termination of employment of £100,000 per annum or more should be reserved to Full Council. To do so would create unnecessary delay in either appointing or finalising the termination of the employment of an officer. The risks of this are that the Council may lose a potential appointee whilst they wait for a salary approval. In the case of a termination of employment by way of agreement the officer's employment could not be ended until the severance payment was agreed. This would create an unnecessary cost as the officer would need to remain on full pay until this decision was taken. The Committee's current terms of reference provide that it is required to consider and approve payment upon appointment or termination of employment of £100,000 per annum or more.
- 6.4. It may be necessary for minor amendments to the draft Pay Policy Statement to be made between its approval by the Committee and its consideration by Full Council. For example, paragraph 5.3 may need updating depending on the progress of pay negotiations with the trade unions. Recommendation 3.2 of this report provides a mechanism for making minor amendments to the draft Pay Policy Statement without it having to be brought back to the Committee for further consideration, through the Committee authorising the Interim Director Transformation & Resources in consultation with the Chair of the Committee to make the necessary amendments

7. Contribution to strategic outcomes

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

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

Assistant Director of Corporate Governance Comments

- 8.1. In accordance with sections 38 and 39 of the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31 March of the previous financial year. In addition the Council may resolve to amend its Pay Policy Statement at any time during the financial year. As soon as is reasonably practicable following approval the statement must be published including publication on the Council's website.
- 8.2. The Council is under a duty to have regard to any guidance issued or approved by the Secretary of State. Guidance issued under section 40 of the Localism Act 2011 has been taken into account in the preparation of this Pay Policy Statement.

- 8.3. The Accounts and Audit Regulations 2015 (“ the Regulations”) require the Council to include in its annual accounts a note of the remuneration of senior employees . “Senior employees” are defined by the Regulations as employees whose salary is £150,000 or more per year and certain other employees whose salary is £50,000 or more per year, such as the Chief Executive, statutory Chief Officers and non – statutory Chief Officers.
- 8.4. The Government has issued in February 2015 under section 2 of the Local Government, Planning and Land Act 1980 a Local Government Transparency Code 2015. The requirements of the Code have been taken into account in the preparation of this Pay Policy Statement. These requirements include the publication of an organisation chart covering staff in the top three levels of the organisation, the publication of a list of responsibilities and details of bonuses and benefits in kind for senior employees as defined by the Regulations whose salary exceeds £50,000, and the publication of a “pay multiple”, being the ratio between the highest paid salary and the median salary of the whole of the Council’s workforce.
- 8.5. The Pay Policy Statement fulfils all the requirements of the Localism Act 2011.

Chief Finance Officer Comments

- 8.6. There are no financial consequences, revenue or capital to the publication of the Pay Policy Statement.

Equalities Comments

- 8.7. The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:
- 8.7.1. Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.
- 8.7.2. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- 8.7.3. Foster good relations between people who share a relevant protected characteristic and people who do not share it;
- 8.7.4. A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation;
- 8.7.5. The Pay Policy Statement supports the Council’s approach to remuneration for its workforce in an accountable, fair and transparent way. This therefore supports the Council’s equalities policy and promotes equal pay.

9. Use of Appendices

- 9.1. Appendix A – Pay Policy Statement

10. Local Government (Access to Information) Act 1985

Not Applicable

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Pay Policy Statement 2018/19

Published
April 2018

1. Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement has been approved by Full Council on 19th March 2018 and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4. This statement does not apply to Council employees based in schools.

Related Remuneration and Transparency Context

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

2 Governance arrangements for pay and conditions of service within Haringey

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

3 Pay Strategy

- 3.1 In December 2014 the Staffing & Remuneration Committee agreed the Council's Modern Reward Strategy that included a review of Chief Officer and Senior Managers pay and grading arrangements.
- 3.2 The Council's vision includes the provision to adopt a reward strategy that is modern, sustainable, fair and transparent concerning pay, which rewards people appropriately for their contribution to the Council.
- 3.3 In April 2016 new pay and grading arrangements were implemented for Chief Officers and Senior Managers. This Pay Policy Statement sets out the new pay arrangements.
- 3.4 The pay and grading review for the rest of the workforce, i.e. those employees covered by the National Joint Council (NJC) for Local Government Services Green Book will be completed during the financial year 2017/18. The implementation date will be dependent on the progress of the project and will be a matter of consultation with the recognised trade unions.
- 3.5 Implementation of the outcomes of the pay and grading review for the rest of the workforce will also be reliant on the Local Government Association (LGA), London Councils and trade unions reaching an agreement on a new pay spine for NJC employees which will need to be robust and future proof going forward. This piece of work is still ongoing.

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

- 4.1 The Council's Chief Officers are the Head of Paid Service (the Chief Executive), the Monitoring Officer, statutory chief officers, or non-statutory chief officers being officers who report to the Chief Executive, including the Strategic Leadership Team. The term "Chief Officers" also includes deputy chief officers being officers who report directly to a statutory or non-statutory chief officer. The Council defines its Senior Managers as those staff appointed on senior manager pay grades – which start at remuneration levels of £59,200 per annum. Chief Officers and Senior Managers are contracted to work as many hours as required to complete the job.
- 4.2 The pay and terms and conditions for Chief Officers and Senior Managers are determined locally. As such they do not depend on national or regional negotiations to decide pay levels or awards.
- 4.3 The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff. Pay bands for Chief Officers and Senior Managers must be approved by the Staffing and Remuneration Committee. The pay bands for Chief Officers and Senior Managers are at Appendix A.
- 4.4 Where it is proposed to appoint to a Chief Officer post and the proposed salary is £100,000 per annum or more, the Staffing and Remuneration Committee must consider and approve the proposed salary. The current Chief Officer

management structure including employee salaries costs, details of bonuses and benefits-in-kind, performance-related pay, grade, department and team, whether permanent or temporary, staff contact details, salary ceiling, names, job titles, services and functions responsible for, budget held and numbers of staff is published on the Council website. Names may only be published if individual salaries are £150,000 or more. [See here.](#)

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

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

- 5.1 The pay scales for all employees are increased in line with national and regional pay agreements.
- 5.2 For a majority of its employees who are not Senior Managers and Chief Officers the Council supports the NJC and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine (the exceptions to this are a small number of staff who are subject to the Soulbury, Teachers and NHS terms and conditions as detailed in paragraphs 5.6 to 5.13).
- 5.3 The last national pay award agreement for employees covered by the NJC was a 2 year pay deal covering the period 1 April 2016 to 31 March 2018. The agreement sets out the criteria for the pay awards in April 2016 and April 2017. Refer to Appendix B for more detail.

At the time of producing this Pay Policy Statement a national pay award for NJC staff was yet to be agreed for April 2018.

- 5.4 The Council considers it important to be able to locally determine pay rates for some staff where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff.
- 5.5 The Council and the Trade Unions reached a local collective agreement in 2008 on 'single status' as part of the Equal Pay and Conditions package which covers a majority of its employees (employees subject to NJC conditions). This

agreement details the working arrangements and allowances to be paid to employees such as overtime, weekend working and call out payments.

- 5.6 The Council employs a small number of employees who are Education Psychologists and Education Advisers/Inspectors and uses the national Soulbury pay scales for these employees.
- 5.7 The last national pay award agreement for employees covered by Soulbury conditions was a 2 year pay deal covering the period 1 September 2016 to 31 August 2018. The agreement sets out the criteria for the pay awards in September 2016 and September 2017. Refer to Appendix B for more detail.
- 5.8 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.
- 5.9 The last national pay award agreement for employees covered by TPAC conditions was implemented with effect from 1 September 2017. Refer to Appendix B for more detail.
- 5.10 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.
- 5.11 The last national pay award agreement for employees covered by NHS conditions was implemented with effect from 1 April 2017. Refer to Appendix B for more detail.
- 5.12 All employees subject to NJC, Soulbury & NHS conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.
- 5.13 Employees subject to TPAC conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1st of September each year until they reach the top of their grade.
- 5.14 The Council approved with effect from May 2011 that in future the pay of Council employees at the lower ends of the pay spine receive a level of pay in line with the London Living Wage rate as determined from time to time by the Greater London Authority. This will be by way of an hourly pay supplement as appropriate to ensure that the London Living Wage rate is achieved. This rate was set at £10.20 per hour with effect from 6th November 2017 and is equivalent to a full time annual salary of £19,146.54 (exceptions to this are apprentices/trainees/interns).

6 Job Evaluation

- 6.1 The pay grades and therefore remuneration levels of employees (except for centrally employed Teachers who are subject to the Teachers Pay and

Conditions documents) are determined by the use of a job evaluation scheme. Job Evaluation is a systematic process used to determine the relative worth of jobs within the organisation. It creates a rank order from the smallest to the largest job and ensures that consistent decisions in grades and rates of pay are made.

- 6.2 The table at Appendix B outlines the job evaluation schemes used for each group of employees.

7 Pay Multiple

- 7.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.

- 7.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (e.g. all taxable earnings for 2017-2018 including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind). The calculation of earnings excludes the cash value of pension provision.

- 7.3 The Council defines its lowest paid employees as those paid at the lowest pay Scale 1A which is pay spine points 6 – 7 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay grade in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.14.

Description	2017/18
Highest Paid	£181,787*
Median	£31,998
Lowest	£19,147
Highest to median ratio	5.7
Highest to Lowest ratio	9.5

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

8 Pay on Appointment

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

9 Recruitment & Retention payments

- 9.1 The Council acknowledges that our employees are our best asset and that due to external factors recruitment and retention allowances will be required for some posts in order to attract and retain good staff.
- 9.2 Recruitment and retention allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.
- 9.3 A recruitment / retention allowance is deemed suitable where there is evidence of one or more of the following:
- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
 - Pay benchmarking exercises show that similar local authorities offer recruitment and retention allowances or a higher salary for the same work.
 - A national /local skills shortage where the Council is competing with a number of other employers for applicants.
 - The post is highly specialised with a limited number of potential applicants.
- 9.4 If the post does not meet the suitability criteria the payment of a recruitment and retention allowance is unjustified and may be in breach of equal pay legislation contained in the Equality Act 2010.

10 Fees for Election Duties

- 10.1 Council staff may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.
- 10.2 Returning Officer duties (and those of the Deputy Returning Officer) are contractual requirements, and fees paid to them for national elections/referendums are paid in accordance with the appropriate Statutory Fees and Charges Order and are paid by the body responsible for the conduct of the election.

11 Pension

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

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

12 Other Terms and Conditions of Employment

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

13 Payments on Termination of Employment

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

14 Re-employment of Employees

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

15 Further Information

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

Chief Officer/Senior Manager Pay Bands

Job Level	Role	Pay Band	Minimum	Intermediate (Benchmark)	Maximum
Level A	Senior Leadership Team	HA2	£175,400	£189,700	£203,900
		HA1	£137,600	£148,700	£159,800
Level B	Director / Assistant Director	HB2	£112,100	£121,200	£130,300
		HB1	£95,700	£103,500	£111,300
Level C	Head of Service / Senior Professional III	HC3	£81,600	£88,200	£94,700
		HC2	£69,300	£74,900	£80,600
		HC1	£59,200	£63,900	£68,700

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
National Joint Council (NJC) for Local Government Services – Green Book (a majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	A 2 year pay deal covering the period of 1 April 2016 to 31 March 2018. <u>w.e.f. 1 April 2016</u> An increase of 1% on pay spinal points 18 and above and an increase of between 1% to 6.6% on pay spinal points 17 and below. <u>w.e.f. 1 April 2017</u> An increase of 1% on pay spinal points 18 and above and an increase of between 1.3% and 3.4% on pay spinal points 17 and below.	1 April 2018 (To be agreed)
Chief Executive, Chief Officers & Senior Managers	The HAY job evaluation scheme	w.e.f. April 2017 A minimum increase of 1% based on the benchmark salary of the pay band.	1 April 2018 (To be agreed)
Teachers Pay & Conditions - TPAC (centrally employed Teachers)	Teachers Pay and conditions documents	A 1 year pay deal w.e.f. September 2017 An increase of 2% for scale points on the main pay range and a 1% increase on all other pay ranges e.g. upper pay range, leadership practitioners.	1 September 2018 (To be agreed)
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	A 2 year pay deal covering the period of 1 September 2016 to 31 August 2018. w.e.f. September 2016 and September 2017 an increase of 1% on all pay points and on all London and fringe area allowances.	1 September 2018 (To be agreed)
Public Health (ex-NHS staff)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or Hay scheme for those whose roles have been reviewed since the transfer date)	1 year pay deal w.e.f. 1 April 2017. An increase of 1% on each pay point on the pay spine.	1 April 2018 (To be agreed)

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Report for: Staffing and Remuneration Committee

Item number:

Title: Delegated Decisions and Significant Actions

Ward(s) affected: Non applicable

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

1. Describe the issue under consideration

To inform the Staffing and Remuneration Committee of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or

(b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Staffing and Remuneration Committee of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council's transparency agenda.

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

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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Chief Executive

Significant decisions - Delegated Action - For Reporting to Staffing and Remuneration Committee on 05 February 2018

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	21 December 2017	◆ Appointment of Jon Warlow as Deputy Chief Finance Officer	◆ Decision to appoint Jon Warlow as the Deputy Chief Finance effective from 4 th January 2018 for a period of 6 months.
2.			
3.			
4.			

Delegated Action

Type	Number

SLT Officer/Assistant Director Signature  Date... 4.1.18

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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