

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Monday, 1st October, 2018, 7.00 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**Members:** Councillors Julie Davies (Chair), Eldridge Culverwell (Vice-Chair),  
Patrick Berryman, Zena Brabazon and Paul Dennison

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).

### **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 23 July 2018.

## **7. SCHOOLS MODEL PAY (PAGES 7 - 8)**

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

## **8. HR FORWARD PLAN 2018/19 (PAGES 9 - 12)**

The report is to inform the Committee of the process for agenda planning and to notify Members of the reports to be brought to Committee from December 2018 onwards.

## **9. HR POLICY REVIEW (PAGES 13 - 18)**

The report outlines the background to the review of HR policies currently being undertaken, the progress made to date and the planned timetable to complete the review.

## **10. IMPLEMENTATION OF THE NEW NJC PAY SPINE (PAGES 19 - 34)**

The purpose of this report is to provide an update to the Staffing and Remuneration Committee regarding the implementation of the new pay and grading arrangements for the rest of the workforce, i.e. those on National Joint Committee for Local Government Services (NJC) terms and conditions.

**11. PEOPLE REPORT JUNE 2018 (PAGES 35 - 38)**

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.

**12. NEW ITEMS OF URGENT BUSINESS**

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

**13. DATE OF NEXT MEETING**

17 December 2018

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

Items 15 and 16 are likely to be subject to a motion to exclude the press and public be from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); para 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information); and para 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**15. SCHOOLS MODEL PAY (PAGES 39 - 64)**

To consider exempt information pertaining to item 7.

**16. IMPLEMENTATION OF THE NEW NJC PAY SPINE (PAGES 65 - 66)**

To consider exempt information pertaining to item 10.

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

Friday, 21 September 2018

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**MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 23RD JULY, 2018, 7.00 - 8.35 pm**

**PRESENT:**

**Councillors: Julie Davies (Chair), Eldridge Culverwell (Vice-Chair), Patrick Berryman, Zena Brabazon and Alessandra Rossetti**

**86. FILMING AT MEETINGS**

*Clerks note – the Chair varied the order of the agenda at the meeting. The minutes follow the order of the agenda.*

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.

**87. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were received from Councillor Dennison, and Councillor Rossetti attended as his substitute.

**88. URGENT BUSINESS**

The Chair advised of one item of urgent business – a late report advising on assimilations to the posts of Director of Customers, Transformation and Resources; Director of Adult Services and Public Health; and Director of Environment and Neighbourhoods

**89. DECLARATIONS OF INTEREST**

None.

**90. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

**91. MINUTES**

**RESOLVED** that the minutes of the meeting held on 26 March 2018 be approved as a correct record of the meeting.

**92. GENDER PAY GAP REPORTING**

Christiana Kyriacou, Rewards Manager, introduced the report as set out. It was a requirement under the Equality Act 2010 that the differences in aggregate pay and

bonuses of men and women be reported publically every year. The data published in 2018 was data up to March 2017. The figures showed that on average, women were paid 1% lower than men, which was lower than the London Borough average of 3.5%.

**RESOLVED that the results of the Council's Gender Pay Gap report in the context of the analysis undertaken by London Councils be noted.**

**93. PEOPLE REPORT - MARCH 2018**

Christiana Kyriacou, Rewards Manager, introduced the report as set out. The main principle of the report was to combine key workforce data and analysis, including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers and sickness absence. Since March 2015, the workforce had reduced by 20%, and agency use had decreased.

In response to questions from the Committee, officers advised that:

- The jump in agency and consultancy use from December 2017 to March 2018 was a seasonal fluctuation, and when compared to September 2017, the figure had reduced.
- When requests were made for agency use, managers had to follow a robust challenge to get approval. HR had been monitoring interim and consultant posts, and challenging managers on the need for these posts.
- All permanent jobs within the Council should go through the same recruitment process, and no appointments should be made without having been through the process.
- Consultants were procured via a framework contract, which was owned and managed by London Borough of Waltham Forest, and there was no set or annual fee for the use of the framework – the Council only paid for hours worked by consultants.
- The cost of sickness pay would depend on which members of staff were sick, as it was calculated using staff base rate of salary. The overall reduction in staff would not necessarily affect the cost of sickness pay.
- The last Pulse survey was carried out in 2017 and it was not known if another would be carried out. The Chair commented that it would be a good idea to do so.
- Work was being carried out with service areas to improve the use of the 'My Conversation' performance management tool, and an update would be provided at the next meeting.

Members requested further information on social worker roles, around recruitment and retention. Mark Rudd advised that it may be worth producing a separate report on this due to the complexities of the roles.

**ACTION: Mark Rudd**

**Post meeting note: this has been arranged for the Staffing & Remuneration Committee meeting in December**

**RESOLVED that the report be noted.**

**94. STAFFING AND REMUNERATION COMMITTEE TERMS OF REFERENCE**

Ed Jankowski, Lawyer, advised that the report was for noting, as the Terms of Reference had been adopted by Full Council in July 2017.

**RESOLVED that the report and Terms of Reference of the Staffing and Remuneration Committee be noted.**

**95. HUMAN RESOURCES FORWARD PLAN 2018-19**

The following was noted during discussion of the Staffing & Remuneration Committee Forward Plan:

- The Chair had had preliminary conversations with the Cabinet Member for Communities, Safety and Engagement in relation to apprenticeship levy.
- The Transgender Policy was not a requirement, but had arisen as a recommendation following the work carried out for Stonewall. The Chair suggested that it may be prudent to wait until the agreement of the Gender Recognition Act.
- Whilst Hays managed the process for permanent and agency recruitment, the decision to appointment rested with the manager recruiting to a post. Members raised concerns over the use of Hays, when the money spent on the contract could be used to fund a recruitment service in the Council. Mark Rudd advised that he had instructed Internal Audit to look at the contract, and a report would be provided to the Committee once this had been done.  
**Post meeting note: Mark Rudd has agreed the terms of reference with Internal Audit for the review of the Hays Contract, and work is due to commence on 20 September. A report on the findings will be presented at a later date. (The overall spend on the contract per annum was £18m).**
- The Chair requested that Transgender Policy be moved to a future date, and the Apprenticeship Levy be moved to October.

**RESOLVED that the Forward Plan be noted.**

**96. DOMESTIC VIOLENCE AND VIOLENCE AGAINST WOMEN AND GIRLS POLICY**

Fiona Dwyer, Violence Against Women & Girls Strategic Lead, introduced the report as set out. The idea for producing the policy had arisen following two homicide reviews involving staff who had worked for Haringey, and the team had since looked at what policies currently existed in order to provide simple guidance for managers on how to deal with disclosures made by employees.

In response to questions from the Committee, Ms Dwyer advised that:

- She was working with Homes for Haringey (HfH) to redesign the housing pathways for women who need support, if they were HfH tenants. She was also looking at how to deal with situations where the perpetrators were HfH tenants or employees of HfH / the Council.
- The policy would generally be suitable for other areas of the authority, but may need some tweaking to ensure it would work for Haringey schools and

academies. Julie Amory advised that she would work with Fiona Dwyer through the process of rolling the policy out to schools. The Chair requested that be done by the next meeting of the Committee in October, Ms Amory advised that whilst a draft may be available for the meeting, she could not guarantee that it would have been considered by the Schools Consultative Group by this point.

**ACTION: Fiona Dwyer / Julie Amory**

**RESOLVED that**

- i. the Domestic Violence and Violence Against Women and Girls Policy be approved by the Staffing & Remuneration Committee, and the implementation of the policy be supported; and**
- ii. further updates be provided at the next meeting of the Staffing & Remuneration Committee in relation to the implementation of the policies in Haringey Schools.**

**97. SCHOOLS HR POLICIES**

Julie Amory, HR Business Partner, introduced the report as set out. The report presented a number of model policies to be recommended by the Council for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools, which are maintained by the Council, and to be implemented by the Council in respect of any unattached teachers employed by the Council.

Three of the policies – Annual Leave and Special Leave; Flexible Working; and Whistleblowing – were last updated in 2009, and the changes were mainly legislative. The policies for General Data Protection and GDPR Privacy Notices were now required following changes in May 2018.

The policies had already been approved by the Schools Consultative Group, and would be circulated to schools for adoption from September. The reason for the exemption of the policies was to protect the intellectual property of the service.

In response to questions from the Committee, Ms Amory advised that:

- All maintained schools would be using these policies, and academies would be encouraged to do the same.
- The service was exploring how to implement an operating model to meet the needs of all schools, whether they wanted to buy the whole suite of policies, templates and support, or certain aspects of the package.
- Schools who had signed up to receive templates and policies from other agencies had been advised to carry out due diligence.

**RESOLVED that**

- i. The model policies for:  
Haringey Schools Model Annual and Special Leave Policy**



**Haringey Schools Model Flexible Working Policy**  
**Haringey Schools Model Whistleblowing Policy**  
**Haringey Schools Model General Data Protection Policy and Practices**

- a. be approved for adoption by the governing bodies of the community, voluntary controlled, community special and maintained nursery schools which the Council maintains;
  - b. be implemented by the Council in respect of any attached teachers it employs from 23 July 2018;
- ii. these new policies will replace any existing policies and guidance that are currently in place; and
  - iii. the Assistant Director Corporate Resources, in consultation with the Chair of the Staffing & Remuneration Committee, be authorised to make such amendment to the policies as he considers minor, and any such amendments shall be reported back to the Committee following the making of said amendments.

**98. NEW ITEMS OF URGENT BUSINESS**

Mark Rudd introduced the late report which advised on assimilations to the posts of Director of Customers, Transformation and Resources; Director of Adult Services and Public Health; and Director of Environment and Neighbourhoods. The assimilations dated back to the Chief Executive's management restructure, and proposals for interim arrangements had previously been reported to the Staffing & Remuneration Committee at the last meeting on 26 March 2018. Since this time, assimilation interviews had been carried out and the interim staff members had been appointed as permanent members of staff.

The Chair commented that since no promotion was involved, this seemed to be a straightforward process, but advised that the Staffing & Remuneration Committee would ensure that they were involved in the process for any future appointments.

Councillor Brabazon asked for an update on the roles within Regeneration, and Mark Rudd advised that he would provide a written update, as he did not have the information to hand.

**Post meeting note: The Chief Executive and Head of Paid Service is currently reviewing the structure of the directorate with a view to a formal restructure commencing in September 2018.**

**RESOLVED** that the contents of the report be noted.

**99. DATES OF FUTURE MEETINGS**

1 October 2018

CHAIR: Councillor Julie Davies

Signed by Chair .....

Date .....

**Report for:** Staffing & Remuneration Committee, 1<sup>st</sup> October 2018

**Title:** Schools Model Pay Policy Report

**Authorised by :** Mark Rudd, Assistant Director Corporate Resources

**Lead Officer:** Julie Amory, Schools HR Business Partner

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** N/A

**1 Describe the issue under consideration**

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

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

3.1 The report is for the Committee to approve the updated Model Schools Pay policy for September 2018 and recommend its adoption to Haringey maintained Schools.

3.2 Appendix 1 is exempt from publication under Part 1, Section 12 a (3) of the 1972 Local Government Act.

**4 Reason for Decision**

4.1 The School Teachers' Pay and Conditions Document requires schools and local authorities to have a pay policy which sets out the basis on which they determine teachers' pay; the date by which they will determine the teachers' annual pay review; and the procedures for determining appeals. Haringey Model Schools Pay Policy has been updated in line with nationally agreed changes to the pay scales.

**5 Alternative options considered**

Not applicable.

**6 Background information**

6.1 Following a period of consultation the 2018 School Teachers' Pay and Conditions Document (STPCD) was published. The STPCD implements the recommendations set out in the 28<sup>th</sup> report of the School Teachers' Review Body (the STRB), published on 24 July 2018.

6.2 The STRB's 28<sup>th</sup> Report recommended a 3.5 per cent rise for all pay ranges and allowances. Within the STPCD 2018, the Department for Education did not adopt the recommendations in full, opting instead for a 3.5 per cent rise to Main Pay Range and Unqualified teacher pay range for classroom teachers; a 2 per cent rise in the Upper Pay band for teachers and a 1.5 per cent rise for school leaders.

6.3 The STPCD is statutory for all local authority maintained schools.

6.4 The Model Schools Pay Policy for September 2018 has been updated at Appendix 1 to reflect the new pay grades. The Schools Consultative Group members have been notified and consulted on the changes.

**7 Contribution to strategic outcomes**

Not applicable.

**8 Statutory Officers' comments**

**Assistant Director for Corporate Governance**

8.1 No comments.

**Chief Finance Officer**

8.2 The financial implications of implementing the pay award will be met by the maintained schools' individual dedicated schools budget. Where the council may directly employ teachers on these pay scales, the cost of the pay award will be met from existing agreed budgets.

**9 Use of Exempt Appendices**

Appendix 1 - Model Haringey Schools Pay Policy 2018

**10 Local government (Access to Information) Act 1985**

10.1 This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in Part 1 of Schedule 12A of the Local Government Act 1972) paragraph (3) information relating to financial or business affairs of any particular person (including the authority holding that information) and paragraph 5 information in relating to any consultations or negotiations or contemplated negotiations in connection with any labour relations matter.

10.2 Appendix 1 is Exempt.

**Report for:** Staffing & Remuneration Committee, 1<sup>ST</sup> October 2018

**Title:** Human Resources Forward Plan 2018-19

**Report**

**authorised by :** Mark Rudd, Assistant Director Corporate 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**

1.1 The report is to inform the Committee of the process for agenda planning and to notify Members of the reports to be brought to Committee from December 2018 onwards.

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

3.1 That the Committee note the report.

**4 Reason for Decision**

Not applicable.

**5 Alternative Options Considered**

Not applicable.

**6 Background information**

6.1 Appendix A gives details of the reports that will be brought to Committee between December 2018 and March 2019. The Council's Pay Policy report that will be brought to Committee in February will also be considered by Full Council on 25<sup>th</sup> February before implementation on 1<sup>st</sup> April.

**7 Contribution to strategic outcomes**

7.1 A published plan will enable planned outcomes to be reported to Committee at the appropriate time.

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

**Assistant Director for Corporate Governance**

8.1 There are no legal implications arising from this report.

**Chief Finance Officer**

8.2 This report is for the Staffing & Remuneration Committee to note and there are no financial implications arising from this report.

**9 Use of appendices**

Appendix 1: Forward Plan December 2018 to March 2019.

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

Not applicable.

Meeting Date	Report Title	Report Lead
17/12/18	Leadership & Management Update	Daksha Desai
17/12/18	Transgender Policy	Ian Morgan
17/12/18	People Report (July - September 2018)	Ian Morgan
17/12/18	HR Grievance Policy	Ian Morgan
17/12/18	Code of Conduct	Ian Morgan
17/12/18	Review of Recruitment & Retention in Children's Services	Mark Rudd
11/02/19	Pay Policy (Feb 19) Report will also go to Full Council on 25th February	Ian Morgan
11/02/19	People Report (October - December 2018)	Ian Morgan
25/03/19	My Reward (Employee Benefits)	Ian Morgan
To be agreed	Development of the Workforce Plan 2018	Daksha Desai





**Report for:** Staffing & Remuneration Committee, 1<sup>st</sup> October 2018

**Title:** HR Policy Review

**Report authorised by :** Mark Rudd, AD – Corporate Resources

**Lead Officer:** Ian Morgan – Reward Strategy Manager

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

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

**1 Describe the issue under consideration**

1.1 The report outlines the background to the review of HR policies currently being undertaken, the progress made to date and the planned timetable to complete the review.

**2 Cabinet Member Introduction**

Not applicable.

**3 Recommendations**

3.1 The Committee to note the report.

**4 Reason for Decision**

4.1 The majority of HR policies currently in use were adopted several years ago. Changes in case law and employment practices have meant that a comprehensive review is needed to ensure our policies are compliant, coherent and fit for purpose.

**5 Alternative options considered**

5.1 The option of doing nothing and leaving the policies unchanged is not viable. The alternative is to undertake a comprehensive review of HR policies to encompass not only the content but also the format and method of consultation.

**6 Background information**

6.1 The last policy review took place in 2011/12, with the majority of policies being given final agreement by Corporate Committee in 2012. Since then new guidelines and documents have been adopted on an ad hoc basis to cover either changes to HR practice, legislative changes or new areas of work. As a result, we now have a mix of Policies, Guidance Notes, Management Information Notes, Flowcharts and FAQ documents.

6.2 There is no coherent look or feel to the policies and guidelines, and navigating through the separate forty two documents has proved challenging to managers trying to implement them, to HR when providing operational support and

direction, and to staff when trying to make sense of their responsibilities and rights.

- 6.3 One of the key aims of the review is to streamline the number of policies by organising them into clusters by topic. By way of example, a cluster covering employment checks would bring together all our statutory obligations regarding the Immigration, Asylum and Nationality Act, Rehabilitation of Offenders Act, Disclosure and Barring Service, etc., where we have certain duties regarding both directly employed staff and those who are contracted to provide services on our behalf. Appendix A gives details of the proposed clusters.
- 6.4 The new policy format to be adopted will be applied consistently and will follow the format of an introduction outlining the purpose, after which will be the scope i.e. who it applies to, followed by the general principles and finally the specific responsibilities of the individuals, managers, senior managers etc. Finally, there will be a signpost for further reading when specific policies or forms are mentioned in the text.
- 6.5 Where required and especially for policies regarding employment legislation, separate practice notes will accompany the policy which will clearly set out the responsibilities of the line manager, HR, the employee and their representative. This separation of policy and guidance is reflective of the Committee's responsibilities. Whilst guidance documents may be approved by officers, changes to, or the creation or removal of, policies will only be approved by the Staffing and Remuneration Committee, save that authority will be delegated to the Assistant Director Corporate Resources to make any changes required as a result of legislative change, or where a proposed change is:
- a) a minor variation; or
  - b) required in order to remove any inconsistency or ambiguity; or
  - c) required so as to give effect to any decision of the Council or one of its committees or sub-committees; or the Cabinet or one of its committees or sub-committees.

This is to ensure that policies are maintained and to protect the interests of the Council (e.g. by giving effect to legal changes promptly). Where any such changes are made to a policy by the Assistant Director Corporate Resources, these will be reported to the next meeting of the Staffing and Remuneration Committee for information.

The proposal was discussed with the trade union before the review was started and they are supportive of the change as they feel that clear and consistent documents will be of benefit to all parties concerned.

- 6.6 Before the final policy is brought to Committee, the views of HR colleagues, of the Employee side trade unions and of legal colleagues will be sought. If the timing of CEJCC meetings (Council and Employee Joint Consultative Committee) allows within the Committee timetable, the policy will also be taken to that meeting for discussion.

6.7 As a first step, a re-draft of the Grievance Policy and Code of Conduct have been undertaken, both documents have retained their original sense of purpose and their underlying intention. The comments and input of HR colleagues have been included, with the documents being considered at the HR/TU meeting in mid-September. The final versions for approval will be brought to Committee in December.

**7 Contribution to strategic outcomes**

N/A

**8 Statutory Officers' comments**

**8.1 Chief Finance Officer**

This report is for the Staffing & Remuneration Committee to note and there are no financial implications arising from this report.

**8.2 Assistant Director of Corporate Governance**

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. The report to the Staffing and Remuneration Committee is for noting and there are no direct legal implications arising. Legal advice will be provided for the review of each individual policy.

**9 Use of Appendices**

Appendix 1: Proposed policy clusters

**10 Local government (Access to Information) Act 1985**

Not applicable.

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PROPOSED CLUSTER	AREAS TO BE INCLUDED	PRACTICE NOTES TO BE INCLUDED
<b>Annual leave</b>	<ul style="list-style-type: none"> <li>• Annual leave</li> <li>• Buying additional annual leave</li> </ul>	Yes
<b>Flexible employment</b>	<ul style="list-style-type: none"> <li>• Flexible working arrangements</li> <li>• Flexible retirement</li> <li>• TOIL / Flexi time scheme</li> </ul>	Yes
<b>Managing performance at work</b>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Disciplinary</li> <li>• Capability</li> <li>• Probation</li> <li>• Bullying &amp; Harassment</li> </ul>	Yes
<b>Attracting &amp; Keeping People</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Off payroll workers</li> <li>• Induction</li> </ul>	Yes
<b>Employment checks</b>	<ul style="list-style-type: none"> <li>• Disclosure &amp; Barring Service</li> <li>• Right to Work</li> <li>• Qualifications and professional status</li> </ul>	No
<b>Family friendly</b>	<ul style="list-style-type: none"> <li>• Maternity &amp; premature babies leave</li> <li>• Shared parental leave</li> <li>• Adoption</li> <li>• Carers leave</li> </ul>	Yes
<b>Employment relationship</b>	<ul style="list-style-type: none"> <li>• Grievance</li> <li>• Restructuring</li> <li>• Redundancy &amp; redeployment</li> <li>• Sickness absence</li> <li>• Ill health retirement</li> <li>• Whistle blowing</li> <li>• Anti-fraud</li> </ul>	Yes

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**Report for:** Staffing & Remuneration Committee, 1<sup>st</sup> October 2018

**Title:** Implementation of the New NJC Pay Spine

**Report**

**authorised by :** Mark Rudd – Assistant Director, Corporate Resources

**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 At the Staffing and Remuneration Committee on the 16 December 2014 it was agreed that the Modern Reward Strategy project would include, among other things, the following:

- a) A review of the Council's pay and grading arrangements.
- b) A review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on either Soulbury or NHS terms and conditions).
- c) A review of Chief Officer and Senior Managers pay and grading arrangements.
- d) The development and implementation of job families and generic role profiles.

1.2 It was further agreed that the Staffing and Remuneration Committee be kept informed of the progress of the project and that any proposed changes to employees' terms and conditions of employment to be brought back to the Staffing and Remuneration Committee for consideration and approval.

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

1.4 The purpose of this report is to provide an update to the Staffing and Remuneration Committee regarding the implementation of the new pay and grading arrangements for the rest of the workforce, i.e. those on National Joint Committee for Local Government Services (NJC) terms and conditions.

**2 Cabinet Member Introduction**

Not required for Staffing & Remuneration Committee.

**3 Recommendations**

3.1 The Staffing and Remuneration Committee to note the proposal for the assimilation to the new NJC pay spine.

- 3.2 The Staffing and Remuneration Committee to approve the consultation exercise regarding the introduction of the new pay and grading framework with effect from 1 April 2019.

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

- 4.1 This paper represents the start of the final stage of implementing the aims of the Council's Modern Reward Strategy, as agreed by the Staffing & Remuneration Committee on 16 December 2014.

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

This is a report back item.

#### **6 Background information**

##### 6.1 Introduction

We are currently in the first year of a two year pay deal. The agreement guarantees everyone covered by the NJC terms and conditions a minimum pay award of 2% in both April 2018 and April 2019.

In addition April 2019 sees the introduction of new pay spines both nationally and for London.

##### 6.2 Background

The current pay spine has been under severe pressure in recent years. The necessity to comply with minimum wage legislation at the lower end and the elimination of pay points below this threshold; coupled with inflexible forms of wage control at the upper end have led to the inevitable compression problems. This in turn is threatening the integrity of the central principle of the single status initiative, equal pay for work of equal value.

The current pay spine therefore has reached the end of its useful life.

##### 6.3 New Pay Spine

Both employer and employee side organisations have been working on a new pay spine incorporating the following principles.

- Compliance with minimum wage legislation nationally and the London Living Wage for the capital.
- The need to alleviate compression issues by evening the intervals between pay points.
- To be mindful of the ability of individual employers to pay for significant changes if introduced without phasing.

A new pay spine was agreed for implementation in full in April 2019.

Assimilation arrangements were also agreed and are shown in Appendix 1.

##### 6.4 New Framework

The new pay spine, however, addresses only part of the problem and importing directly into our current grading structure would only lead to further complications. Both Scale 1 and Scale 2 for example would be reduced to a single pay point.



The Council are therefore using the introduction of the new pay spine to review and revise our grading framework which will, among other things, maintain the opportunity for individuals to progress through their pay band, eliminate the overlaps between grades and give the new arrangements better longevity.

We are extending the concepts used in the senior manager review in 2016 to introduce levels and steps with career paths for both “people leaders” and “individual contributors”.

A summary of the new spinal points for Haringey is shown in Appendix 2.

A summary of the proposed new pay and grading framework is shown in Appendix 3.

## **7 Contribution to strategic outcomes**

7.1 The Modern Reward Strategy and its implementation is another step to achieving the Council’s ambition of fostering a flexible, agile workforce.

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

### **8.1 Chief Finance comments**

The Chief Finance Officer has been consulted on this report.

8.1.1 The report recommends that the Committee give approval for consultation to commence on the proposal to implement a new pay and grading arrangement for Haringey staff on the National Joint Committee for Local Government Services (NJC) terms and conditions in line with the objectives set out in the council’s modern reward strategy.

8.1.2 The estimated increase in the council’s pay bill arising from the implementation of the recommendation in this report is in line with the 2 year pay agreement which guarantees all staff covered by the NJC terms and conditions a minimum pay award of 2% in 2019/20.

8.1.3 In anticipation of the introduction of a new pay and grading arrangement, the MTFS agreed at Full Council in February 2018 included provision for 2% pay inflation in 2019/20. Therefore, the financial impact of this proposal has been included in the latest budget/MTFS estimates.

### **8.2 Assistant Director of Corporate Governance comments**

8.2.1 The proposals to introduce a new pay and grading framework for all Council employees (except teachers and employees on Soulbury terms and conditions) will involve the Council seeking changes to the contracts of employment of these employees.

8.2.2 Such variations made by way of agreement with the trade unions recognised by the Council will be binding on individual employees if either these employees’ contracts of employment contain a specific term binding the employee by the outcome of local collective agreements with the trade union, or if as a result of

past custom and practice it can be said that it is an implied term of those contracts that local collective agreements bind the employee.

8.2.3 If agreement cannot be reached with the trade unions over these proposals, it would be open to the Council to introduce them lawfully by seeking the agreement of individual employees to their contracts being varied in line with the proposals, and to dismissing and offering reengagement to those employees who did not agree to their contracts being so varied.

8.2.4 If the Council proposed to dismiss at least 20 employees over a period of 90 days or less then it is likely it would be under a duty to consult with the recognised trade unions before making any final decision to dismiss these employees.

8.2.5 It is likely that if the Council achieves a single pay and grading structure using one job evaluation scheme for those employees within the scope of the review that the risk of successful equal pay claims against the Council will reduce. One reason for this is that if the claimant's work and the comparator's work have been given different values following a valid, non-discriminatory and otherwise reliable job evaluation scheme, then this conclusion will be a defence to a claim that the claimant's and the comparator's jobs are of equal value.

### **8.3 Equalities comments**

8.3.1 The Council must have due regard to the need to remove or minimise disadvantages to those who share a protected characteristic as defined by the Equality Act 2010.

8.3.2 An equality impact assessment will be carried out before April 2019 to identify and enable action to be taken, in areas of potential discrimination.

## **9 Use of appendices**

Appendix 1 – Haringey Assimilation Table

Appendix 2 – Haringey New Spinal Points

Appendix 3 – New Pay & Grading Framework

Appendix 4 – Haringey Price Tag

Appendix 5 – Haringey Pay Bands

Appendix 6 – Legal Advice (This report is not for publication as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 Paragraph 5)

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

Appendix 6 is not for publication as it contains exempt information under Schedule 12A of the Local Government Act, paragraph 5, Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.



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Modern Reward Strategy  
Haringey Assimilation Table

Current Haringey Pay Spine (Apr.'18)	Current Rate	Grades		New Haringey Pay Spine (Apr.'19)	New Rate
6	£19,611	SC1A	SC1	1	£20,103
7	£19,635			1	£20,103
8	£19,701	SC1B		2	£20,466
9	£19,755			2	£20,466
10	£19,881	SC2		3	£20,835
11	£19,896			3	£20,835
12	£19,914			4	£21,210
13	£19,935			4	£21,210
14	£20,007	SC3		5	£21,591
15	£20,136			5	£21,591
16	£20,181			6	£21,981
17	£20,472			6	£21,981
18	£20,667	SC4		7	£22,377
19	£21,198			8	£22,779
20	£21,702			9	£23,187
21	£22,425			10	£23,607
22	£22,956	SC5		12	£24,462
23	£23,577			13	£24,903
24	£24,279			14	£25,353
25	£24,999			15	£25,809
26	£25,746	SC6		18	£27,228
27	£26,358			19	£27,717
28	£27,342			20	£28,215
29	£28,356	SO1		23	£29,766
30	£29,241			24	£30,213
31	£30,108			25	£30,708
32	£30,930	PO1		26	£31,548
33	£31,794			27	£32,430
34	£32,637			28	£33,291
35	£33,282	PO2		29	£33,945
36	£34,113			30	£34,794
37	£35,025		PO3	31	£35,724
38	£35,991			32	£36,711
39	£37,098			33	£37,842
40	£38,040			34	£38,799
41	£38,994	PO4		35	£39,774
42	£39,930			36	£40,728
43	£40,887		PO5	37	£41,706
44	£41,847			38	£42,681
45	£42,735	PO6		39	£43,590
46	£43,734			40	£44,607

47	£44,691			41	£45,585
48	£45,645			42	£46,560
49	£46,578			43	£47,511
50	£47,613	PO7		45	£49,464
51	£48,654			46	£50,448
52	£49,716			47	£51,450
53	£50,733			48	£52,482
54	£52,092	PO8		49	£53,544
55	£53,163			50	£54,597
56	£54,219			51	£55,638
57	£55,284			52	£56,682
58	£56,394	Additional Points		53	£57,735
59	£57,492			54	£58,779
60	£58,590			55	£59,823
61	£59,694			57	£61,929

## Notes

In transitioning from the old pay spine to the new pay spine, no one gets less than a 2% increase.

All values follow the London convention of rounding (up or down) to the nearest multiple of 3.

Human Resources  
May 2018

## Modern Reward Strategy

New Haringey Pay Spine – with effect from 1<sup>st</sup> April 2019

New Haringey Pay Spine	Rate
1	£20,103
2	£20,466
3	£20,835
4	£21,210
5	£21,591
6	£21,981
7	£22,377
8	£22,779
9	£23,187
10	£23,607
11	£24,030
12	£24,462
13	£24,903
14	£25,353
15	£25,809
16	£26,274
17	£26,745
18	£27,228
19	£27,717
20	£28,215
21	£28,725
22	£29,241
23	£29,766
24	£30,213
25	£30,708
26	£31,548
27	£32,430
28	£33,291
29	£33,945

New Haringey Pay Spine	Rate
30	£34,794
31	£35,724
32	£36,711
33	£37,842
34	£38,799
35	£39,774
36	£40,728
37	£41,706
38	£42,681
39	£43,590
40	£44,607
41	£45,585
42	£46,560
43	£47,511
44	£48,492
45	£49,464
46	£50,448
47	£51,450
48	£52,482
49	£53,544
50	£54,597
51	£55,638
52	£56,682
53	£57,735
54	£58,779
55	£59,823
56	£60,879
57	£61,929

All values follow the London convention of rounding (up or down) to the nearest multiple of 3.

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Modern Reward Strategy  
Haringey Pay & Grading Framework

<b>Role Type</b>	<b>People Leader</b>	<b>Individual Contributor</b>
		Where the principal purpose of the role is to lead a function, department or team.
<b>Senior Manager Grades</b>		
<b>Level A</b>	<b>Senior Leadership</b>	
	Primarily responsible for the strategic direction for the organisation.	
<b>Level B</b>	<b>Director / Assistant Director</b>	
	Primarily responsible for the strategic direction of a service area.	
<b>Level C</b>	<b>Head of Service</b>	<b>Senior Professional III</b>
	Primarily responsible for service design.	Responsible for providing a broad professional service.
<b>Rest of the Workforce (NJC)</b>		
<b>Level D</b>	<b>Department Manager</b>	<b>Senior Professional II</b>
	Manages a function or department within a service area.	Responsible for providing a specialist professional service.
	Predominantly but not exclusively grades PO6, PO7 and PO8.	
<b>Level E</b>	<b>Senior Team Leader</b>	<b>Senior Professional I</b>
	Leads a small team providing specialist services.	Responsible for providing a professional service.
	Predominantly but not exclusively grades PO4 and PO5.	
<b>Level F</b>	<b>Team Leader</b>	<b>Professional &amp; Technical II</b>
	Leads a small team providing basic services including administrative support.	Responsible for providing a basic professional or specialist service.
	Predominantly but not exclusively grades SO1, PO1, PO2 and PO3.	
<b>Level G</b>		<b>Professional &amp; Technical I</b>
		Responsible for providing a moderately complex service including administrative support.
	Predominately but not exclusively grades Scale 5 and Scale 6.	
<b>Level H</b>		<b>Vocational &amp; Administrative</b>
		Responsible for providing a basic service including administrative support.
	Predominately but not exclusively grades Scale 1 to Scale 4.	

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## Haringey Price Tag

## Current Price Tag

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

## Proposed Price Tag

Level	Step	Points (Min)	Points (Max)	Points (Spread)
D	2	696	1000	---
	1	656	695	40
E	1	611	655	45
F	2	571	610	40
	1	496	570	75
G	2	471	495	25
	1	426	470	45
H	2	388	425	38
	1	180	387	---

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## Haringey Pay Bands

Level	Step	Spinal Point	Value		
D	2	H57	£61,929		
		H56	£60,879		
		H55	£59,823		
		H54	£58,779		
		H53	£57,735		
		H52	£56,682		
		H51	£55,638		
		H50	£54,597		
		H49	£53,544		
	1	H48	£52,482		
		H47	£51,450		
		H46	£50,448		
		H45	£49,464		
		H44	£48,492		
		H43	£47,511		
		H42	£46,560		
		E	1	H41	£45,585
				H40	£44,607
H39	£43,590				
H38	£42,681				
H37	£41,706				
H36	£40,728				
F	2	H35	£39,774		
		H34	£38,799		
		H33	£37,842		
		H32	£36,711		
		H31	£35,724		
		H30	£34,794		
	1	H29	£33,945		
		H28	£33,291		
		H27	£32,430		
		H26	£31,548		
		H25	£30,708		
		H24	£30,213		
G	2	H23	£29,766		
		H22	£29,241		
		H21	£28,725		
		H20	£28,215		
		H19	£27,717		
		H18	£27,228		
	1	H17	£26,745		
		H16	£26,274		
		H15	£25,809		
		H14	£25,353		
		H13	£24,903		

		H12	£24,462
		H11	£24,030
H	2	H10	£23,607
		H9	£23,187
		H8	£22,779
		H7	£22,377
		H6	£21,981
		1	H5
	H4		£21,210
	H3		£20,835
	H2		£20,466
	H1		£20,103

**Report for:** Staffing & Remuneration Committee, 1<sup>st</sup> October 2018

**Title:** People Report – June 2018

**Report authorised by:** Mark Rudd, Assistant Director for Corporate 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**

- 1.1 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**

- 3.1 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 People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers and sickness absence as shown in Appendix 1.

**6.2 People Report Headlines**

- During the twelve months to June 2018, the established workforce reduced by 1% to stand at 2,206 people.
- The increase in base pay during the first quarter of 2018/19 was due to the nationally agreed pay increase which was paid in April. The additional costs were balanced by a reduction in workforce numbers which has meant that the the average cost per employee has remained stable at £36,000 per person.

- The use of agency staff has continued to reduce during the year, a trend that has been continuing over the past three years. The percentage of the workforce who are supplied by agencies has reduced from 12.9 to 11.8%.
- The number and cost of Consultant or Interim workers has also reduced with a subsequent cost saving of £1.6m in the past twelve months.
- The average number of sickness days taken has slightly increased during the quarter, although this can in part be attributed to better reporting of absence by managers. The overall cost has reduced.

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

7.1 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 performance management exercises.

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

### **8.1 Chief Finance Officer**

This report recommends Committee to note the changes in the workforce over the period June 2017 to June 2018. The impact of these changes have already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report at this stage.

### **8.2 Assistant Director of Corporate Governance**

There are no legal implications arising from the report.

## **9. Use of Appendices**

Appendix 1 – People Report (June 2018)

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

N/A



Haringey Council  
People Report  
Jun-18



Measure	Data Period	Period				Status March - June	% Change		Analysis
		Jun-17	Mar-18	Jun-18	Sep-18		June18-June 17	June18 - March18	
<b>Established Workforce</b>									
Headcount	M	2222	2205	2206		↑	-1	0	The increase in the annualised base pay following the salary increase paid in April has been balanced by the reduction in workforce numbers since June 2017, the average cost per employee however, has remained stable.
FTE	M	2004.1	1985.2	1978.5		↓	-1	0	
Cost base pay - monthly (£000)	M	£5,925	£5,838	£5,954		↑	0	2	
Cost base pay - annualised (£000)	M	£71,103	£70,060	£71,444		↑	0	2	
Average cost per FTE (£000)	M	£35	£35	£36					
<b>Off Payroll Workforce - Agency</b>									
Headcount	M	342	358	307		↓	-10	-14	Overall, there has been a decrease in both the number and cost of agency workers in the past twelve months with agency workers now forming 11.8% of our total workforce. Whilst it is necessary to control the number 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.
FTE	M	297.0	278.0	264.0		↓	-11	-5	
Cost - monthly (£000)	M	£1,288	£1,292	£1,209		↓	-6	-6	
Cost - annualised (£000)	M	£15,456	£15,501	£14,513		↓	-6	-6	
% Agency of total workforce	M	12.9	12.3	11.8		↓			
<b>Off Payroll Workforce - Consultants/Interims</b>									
Headcount	M	28	21	14		↓	-50	-33	Contract numbers are continuing to reduce but we still need to engage these types of workers to deliver key objectives across the organisation especially where a project requires a level of expertise or specialist knowledge that is unavailable within the permanent workforce. It is important that the number of Consultants/Interim Workers continues to be monitored to ensure that individual's are meeting their objectives, that numbers are controlled and that project deadlines are met.
FTE	M	25.3	20.2	13.4		↓	-47	-34	
Cost - monthly (£000)	M	£277	£241	£136		↓	-51	-44	
Cost - annualised (£000)	M	£3,323	£2,896	£1,631		↓	-51	-44	
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>									
Headcount	M	2592	2584	2527		↓	-3	-2	The reduction in workforce numbers and in the number of agency workers is reflected in a 2% reduction in total costs in the last 12 months.
FTE	M	2326.4	2283.4	2255.9		↓	-3	-1	
Cost - monthly (£000)	M	£7,490	£7,371	£7,299		↓	-3	-1	
Cost - annualised (£000)	M	£74,426	£72,956	£73,076		↑	-2	0	
<b>Leavers</b>									
Headcount	RY	515	298	272		↓			The twelve months to June 18 saw fewer people leaving than in the twelve months to June 2017. In the last year the largest number of people leaving left due to either voluntary resignation or retirement, in the previous year the largest number of leavers was due to redundancy. Children's Services had the highest proportion of leavers at 32%, Adult Services had 17% of leavers and Housing & Growth had 7%.
FTE	RY	441.0	262.7	242.0		↓			
% Resignation/retirement	RY	41	63	68		↑			
% TUPE	RY	1	1.3	0		↓			
% Redundancy	RY	44	23	19		↓			
% Other	RY	15	12	13		↑			
<b>Starters</b>									
Headcount	RY	288	187	130		↓			Whilst our headcount has been reducing steadily we are still attracting a sufficient amount of new employees to fill key vacancies within the organisation. The highest proportion of starters during the last year were in Children's Services (38%) followed by Shared Service Centre (13%), Customer Services/Libraries (12.3%) and Adult Services (8%). All of the starters in these areas took up permanent contracts.
FTE	RY	255	163	114		↓			
% Permanent appointments	RY	75	72	72		↓			
% Fixed term appointments	RY	22	24	26		↑			
% Temporary appointments	RY	3	4	2		↓			

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



By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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