

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

**Monday, 11th February, 2019, 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. New items of exempt Urgent Business will be dealt with at agenda item below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 4)

To confirm and sign the minutes of the meeting held on 17 December 2018.

7. REVIEW OF THE CHILDREN'S SERVICES RECRUITMENT AND RETENTION OFFER (PAGES 5 - 16)

The purpose of this paper is to set out the proposed adjustments to the Recruitment and Retention Offer as a result of the periodic management review.

8. MODERN REWARD STRATEGY

To receive a verbal update.

9. GENDER PAY GAP (PAGES 17 - 24)

As a public authority which has 250 or more employees, the Council is required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to report publicly every year on the differences in aggregate pay and bonuses of men and women. This is known as Gender Pay Gap Reporting. The attached Gender Pay Gap Data Analysis provides an update due for publication in March 2019.

10. PAY POLICY (PAGES 25 - 40)

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 19th March 2018. The attached Pay Policy Statement provides an update for publication in April 2019.

11. PEOPLE REPORT DECEMBER 2018 (PAGES 41 - 46)

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. HR POLICY REVIEW PROGRESS (PAGES 47 - 50)

The report outlines the progress made to the HR policy review and details of policies to be reviewed in the coming months.

13. ASSIMILATION TO THE POST OF ASSISTANT DIRECTOR OF CUSTOMER SERVICES AND LIBRARIES

To follow

14. NEW ITEMS OF URGENT BUSINESS

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

15. DATES OF FUTURE MEETINGS

25 March 2019.

16. EXCLUSION OF THE PRESS AND PUBLIC

Item 16 is likely to be subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 1, information relating to any individual.

17. MINUTES (PAGES 51 - 52)

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, 01 February 2019

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**MINUTES OF THE MEETING OF THE STAFFING AND
REMUNERATION COMMITTEE HELD ON MONDAY, 17TH
DECEMBER, 2018, 7.00 - 8.45 pm**

PRESENT:

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

17. 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.

18. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for lateness were received from Councillor Brabazon.

19. URGENT BUSINESS

None.

20. DECLARATIONS OF INTEREST

None.

21. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None.

22. MINUTES

RESOLVED that the minutes of the meetings held on 28 September 2018 and 1 October 2018 be approved as a correct record.

23. RECRUITMENT AND RETENTION OF SOCIAL WORKERS WITHIN CHILDREN'S SERVICE

Brenda McMahon – HR Business Partner – introduced the report as set out. The report provided an overview of the current recruitment and retention policies for social workers in Haringey Council. The current position was that there would be an estimated overspend of £800m in 2019/20 (compared to £605m in 2015/16). The challenges to the service were high agency spends - £440k per month, although this

was reducing – and above average sickness levels. The service were looking to implement a workforce plan, with key objectives, and there were monthly meetings with Hayes, who were on target in appointing two external appointments per month.

The following was provided in response to questions from the Committee:

- Although work was being carried out to encourage agency workers to apply to permanent positions, some social workers would always prefer to stay as agency workers.
- HR and the service had been working on attracting a younger market to the workplace, and were working on adding this information to the website.
- The average salary was on par with other boroughs. The areas with the highest turnovers and were difficult to recruit to were assessment and safeguarding.
- In relation to whether the Council offered ‘on the job’ training (as social workers), this would have to be explored further.
- Sickness was monitored on a monthly basis, and a breakdown provided by each team. Areas with ‘amber’ or ‘red’ ratings were managed.

The Chair thanked Brenda for attending, and added that there were many good signs in the report, which indicated that the service was travelling in the right direction.

RESOLVED that the report be noted.

24. HEALTH AND SAFETY POLICY REVIEW, STRATEGY AND ANNUAL REPORT

Andrew Meek – Head of Organisation Resilience – introduced the report as set out. The report was an updated version of the Corporate Health & Safety and Wellbeing Policy, and a new Corporate Health and Safety Strategy 2018-22. The Committee were requested to approve the policy and strategy.

The following was provided in response to questions from the Committee:

- A training programme would be rolled out to all staff in relation to Health and Safety.
- Any health and safety issues in relation to Spurs building works would be the responsibility of the Health and Safety Executive, and not the Council.

RESOLVED that

- i. The draft Corporate Health and Safety Strategy 2018-2022 (attached at Appendix A) be approved;**
- ii. The Chief Executive be authorised, in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board, and with the Corporate Board, to make such amendments to the Strategy as s/he considers minor, such amendments to be reported to the meeting of the Committee next following such amendments being made;**
- iii. The draft Corporate Health, Safety and Wellbeing Statement Policy (attached at Appendix B) be approved;**
- iv. The Chief Executive be authorised, in consultation with the Chair of the Committee, with the Corporate Health, Safety and Wellbeing Board, and**

with the Corporate Board, to make such amendments to the Policy as s/he considers minor, such amendments to be reported to the meeting of the Committee next following such amendments being made; and

- v. The Health Safety Annual Report for 2017-18 (attached at Appendix C), be noted.

25. REVIEW OF COUNCIL GRIEVANCE POLICY

Ian Morgan – Reward Strategy Manager – introduced the report as set out. All HR policies were set to be reviewed over the coming months, and it was felt that the grievance policy should be reviewed first. The policy was split into the policy itself and practice notes.

Members commented that it would be useful to have some indication on the policies whether the unions were in approval of the revisions, as this would send a good message to the workforce. It was also suggested that where policies did not need revision, they should be re-issued with the current date.

RESOLVED that

- i. The new Grievance Policy and Practice Notes be approved ready for implementation with effect from 1 January 2019, and it be noted that a series of training sessions and workshops were planned for both HR staff and line managers during January to update them on the changes; and
- ii. The Assistant Director for Corporate Resources be delegated the power to make minor changes to the policy and practice notes without the need to refer back to the Committee.

26. FORWARD PLAN REPORT 17 DEC 18

RESOLVED that the report be noted.

27. PRACTICE NOTE SENIOR MANAGER RECRUITMENT

The Chair advised that she had a number of comments on the practice note, and that she would send these via email. Members felt that further work was required, and requested that this be brought back to the Committee at a later date.

28. PEOPLE REPORT SEPTEMBER 2018

Ian Morgan - Reward Strategy Manager – introduced the report as set out. It had taken while to bed in ‘My Conversation’, but the latest figures showed that it was being implemented across the organisation.

Members asked whether it was possible to have a breakdown of which areas were employing consultants, and were advised that although this used to be provided, the new GDPR legislation made it difficult to break down the information to that level in a public committee report.

RESOLVED that the report be noted.

29. NEW ITEMS OF URGENT BUSINESS

None.

30. DATE OF NEXT MEETING

11 February 2019

31. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the discussion of item 16 as it contained 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 1 – information relating to an individual.

32. MINUTES

RESOLVED that the exempt minutes of the meeting held on 28 September 2018 be approved as a correct record.

CHAIR: Councillor Julie Davies

Signed by Chair

Date

Report for: Staffing & Remuneration Committee

Item number:

Title: Review of the Children's Services Recruitment and Retention Offer

Report authorised by : Ann Graham – Director of Children's Services

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

In 2015 the Council undertook a major review of the recruitment to service critical roles in Children's Services, who were experiencing major difficulties at the time attracting suitable candidates.

As a result, a recruitment and retention offer, designed to attract and retain qualified Social Workers and Team Managers in Children's Services, was introduced with effect from January 2016 as approved by the Staffing & Remuneration Committee. The offer, which is set out in more detail later in this report, would bring Haringey closer to the reward proposition of other London boroughs, with whom we are competing for the same skills, experience and talent.

The purpose of this paper is to set out the proposed adjustments to the Recruitment and Retention Offer as a result of the periodic management review.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That the committee agree to the proposed changes to the Recruitment & Retention Offer schedule of payments as set out below and detailed in full in Appendix A.

That the committee agree to the proposal to run the scheme for a further three years subject to an annual management review and update to the Staffing & Remuneration Committee.

4. Reason for Decision

To ensure that the Council can continue to attract suitably qualified professionals in order to deliver our services.

5. Alternative options considered

This is a report back item following the management review of the Recruitment and Retention Offer.

6. Background information

6.1 Introduction

The recruitment of staff to roles directly involved in the delivery of social care services represents a significant challenge for local authorities.

The continual demographic changes present an additional level of complexity when trying to match the demand for social care services to the supply of experienced social workers, senior practitioners and team managers.

While the challenge is particularly difficult in London, it is generally recognised that there is a national shortage of experienced, qualified, social workers, senior practitioners and team managers employed in statutory children's social work and that the pressures are likely to remain acute for the foreseeable future.

6.2 Elements of the Recruitment and Retention Offer

Most local authorities recognise that monetary incentives alone are not enough to attract and retain social workers on a permanent basis and the Recruitment and Retention Offer is a comprehensive package of both monetary and non-monetary measures designed to position Haringey as an employer of choice.

The total offer is summarised in Appendix B.

6.3 Eligibility for payments

Eligibility for recruitment payments – newly appointed experienced social workers, senior practitioners and team managers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

Eligibility for retention payments – experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

Full details of the eligibility criteria are set out in Appendix A.

6.4 Target Areas

The payment of both the recruitment and retention elements of the offer is linked to our ability to recruit and retain suitably qualified staff in specific target areas. These are defined as:

Target Area 1 (T1) – Assessments and Safeguarding

Target Area 2 (T2) – Children in Care and Placements; and Special Educational Needs and Disability (SEND).

Target Area 3 (T3) – All other Social Workers, Senior Practitioners, Team Managers, Independent Reviewing Officers and Child Protection Advisers working in CYPS including the Multi Agency Safeguarding Hub (MASH).

6.5 Recruitment

The recruitment element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The recruitment element of the offer only applies to those in target area T1.

Haringey operates an accelerated pay progression arrangement for newly qualified social workers and others. Individuals on an accelerated pay progression plan are not eligible for the Recruitment offer, however, would be eligible for the Retention offer once they have reached the top of the accelerated pay progression plan.

6.6 Retention

The retention element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The retention element of the offer applies to those in target areas T1, T2 and T3 but is differentiated as set out in the payment schedule in 6.8.

Haringey operates an accelerated pay progression arrangement for newly qualified social workers. Individuals on an accelerated pay progression plan are not eligible for the Recruitment offer, however, would be eligible for the Retention offer once they have reached the top of the accelerated pay progression plan.

6.7 Summary of Payments (2016 – 2018)

Summary of Recruitment Payments (2016 – 2018)			
	2016	2017	2018
Cost of recruitment payments	£21,000	£27,000	£16,000
No. of eligible employees starting in the year.	14	17	5
No. who left within the eligibility window.	6	3	0
No. who left after the eligibility window.	4	1	0

Summary of Retention Payments (2016 – 2018)			
	2016	2017	2018
Cost of retention payments	£241,000	£200,000	£197,000
No. of eligible employees	130	104	98
No. who left	24	20	18

6.8 Payment Schedule

Table 1 – Recruitment – Current Payment Schedule

Recruitment Payment Schedule	
Target Area	T1
Amount	Trigger
£1,000	On appointment
£1,000	Immediately after the satisfactory completion of probation and the review against the capability framework at 6 months.
£1,000	Immediately after the satisfactory completion of the programme of work at the end of the first 12 months.

Table 2 – Retention – Current Payment Schedule

Retention Payment Schedule	
Target Area	T1
Amount	Trigger
£1,500	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T2
Amount	Trigger
£1,000	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T3
Amount	Trigger
£750	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.

6.9 Changes to payment schedule

As a result of the management review, we propose to remove the payment of £1000 at the six month stage from the recruitment element of the offer referred to in Table 1 above.

The new payment schedule is shown in full in Appendix A.

7. Contribution to strategic outcomes

The Recruitment and Retention offer is a key element in ensuring that the Council has a sufficient, stable and appropriately qualified workforce to deliver on its commitment to enable every child and young person to enjoy the best start in life.

8. Statutory Officers' comments

8.1 Chief Finance Officer

The estimated full year cost of the recruitment and retention scheme is c.£400k as set out in the Recruitment and Retention of Social Workers in Children's Services Report (S&R December 2018). This is currently unfunded however a growth item is being included in

the proposed MTFS for Children's Services which will include funding for these costs on an ongoing basis and hence the three year extension being proposed in this report. The further proposal to remove the £1k payment at the six month stage bringing the recruitment incentive down from £3k to £2k will provide a saving of £10k-£20k dependent on activity levels. Finance comments

8.2 Assistant Director of Corporate Governance

The proposed arrangements for the making of recruitment payments includes the making of payments to the relevant employees which are linked to successful completion of probation, and the successful completion of the 12 month programme of work. The proposed arrangements for the making of the retention payment includes the making of payments to relevant employees who continue to comply with professional standards. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay is because of a material factor. Performance related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed probation or a 12 month programme of work or has complied with professional standards is not tainted by unconscious gender (or other unlawful) discrimination that might leave the proposed payment open to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance may reduce the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability, race as well as gender of those staff receiving the payments with the make up by those protected characteristics of those staff not receiving the payments. This will allow the detection of potential discrimination against staff with particular protected characteristics.

The proposed arrangements may also lead to a potential breach of the Equality Act in that social worker staff receiving the proposed payments may be paid more than other Council employees who are not social workers, but whose work is rated as equivalent to (or more demanding than) the social workers' work under the Council's job evaluation scheme. Difficulties in recruitment and retention can be a material factor justifying the difference of pay in such circumstances. However, it will be important to keep the proposed arrangements under review and to reduce or end the recruitment and retention payments if market conditions warrant this. Given this, it will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in the future.

9. Use of Appendices

Appendix A – Eligibility for the Recruitment and Retention Offer

Appendix B – Summary of the Total Recruitment and Retention Offer

10. Local government (Access to Information) Act 1985

Not applicable.

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Children's Services Recruitment & Retention Offer – Eligibility Criteria

1. Introduction

Payments under the scheme are for either recruitment or retention purposes. Recruitment payments are made to eligible staff who are appointed on or after 1st January 2016. Retention payments are made to existing eligible staff and to new staff appointed on or after 1st January 2016 once they have completed 18 months service.

2. Target Areas

The payment of both the recruitment and retention elements of the offer is linked to our ability to recruit and retain suitably qualified staff in specific target areas. These are defined as:

Target Area 1 (T1) – Assessments and Safeguarding

Target Area 2 (T2) – Children in Care and Placements; and Special Educational Needs and Disability (SEND).

Target Area 3 (T3) – All other Social Workers, Senior Practitioners, Team Managers, Independent Reviewing Officers and Child Protection Advisers working in CYPS including the Multi Agency Safeguarding Hub (MASH).

3. Eligibility

a) Recruitment

Eligibility for recruitment payments – newly appointed experienced social workers, senior practitioners and team managers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

The recruitment element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The recruitment element of the offer only applies to those in target area T1.

b) Retention

Eligibility for retention payments – experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

The retention element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The retention element of the offer applies to those in target areas T1, T2 and T3 but is differentiated as set out in the payment schedule below.

4. Revised Payment Schedule

Recruitment Payment Schedule	
Target Area	T1
Amount	Trigger
£1,000	On appointment.
£1,000	Immediately after the satisfactory completion of the programme of work at the end of the first 12 months.

Retention Payment Schedule	
Target Area	T1
Amount	Trigger
£1,500	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T2
Amount	Trigger
£1,000	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T3
Amount	Trigger
£750	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.

5. Treatment for Pension Purposes

Neither recruitment or retention payments will be consolidated into base pay nor will they be counted as pensionable pay for the purposes of the Local Government Pension Scheme.

6. Leave of Absence

Payments will be made pro rata if the employee has not been in receipt of full pay for the previous six months.

In the case of maternity leave the payment will be reduced by a proportion, other than the two weeks compulsory maternity leave.

7. Professional Conduct

Payments are subject to compliance with professional standards.

Where an employee is subject to the Council's disciplinary process payments under the scheme may be suspended for the duration of any investigation. Payment may be reinstated at the conclusion of any investigation if this is appropriate.

8. Recently qualified social workers

Haringey operates an accelerated pay progression arrangement for recently qualified social workers. Individuals on an accelerated pay progression plan are not eligible for the Recruitment offer, however, would be eligible for the Retention offer once they have reached the top of the accelerated pay progression plan, provided they fulfil the post qualification practice requirement.

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Summary of the Children's Services Total Recruitment & Retention Offer

The recruitment and retention payments are only one element of the overall offer, which has been designed as a comprehensive package of measures, indicative of Haringey's commitment to investing in our people.

The offer includes, among other things:

- A tailored induction programme of support for new employees to maximise individual engagement in the critical initial period following appointment.
- A portfolio of Professional Development initiatives including:
 - A Social Work faculty as part of the Haringey Academy which has been designed to support the development of social workers and assisting the Council's ambition to be a learning organisation.
 - A specific "grow our own" strategy for recently qualified social workers.
- A wide-ranging Return to Practice programme offering opportunities for qualified social workers who are returning from career breaks or extended maternity leave to obtain the necessary practice days for re-registration.
- A Scholarship Programme offering funded places to students who are in their second year of studying for a social work degree.
- A funded Health and Care Professional Council (HCPC) registration plan for all permanent members of staff who require it by law.
- A "Refer a Friend" scheme which encourages existing staff to introduce fellow professionals to Haringey by a one off payment of £250 for each successful appointment to the target area.

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Report for: Staffing and Remuneration Committee

Item number:

Title: Gender Pay Gap Reporting

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 As a public authority which has 250 or more employees, the Council is required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to report publicly every year on the differences in aggregate pay and bonuses of men and women. This is known as Gender Pay Gap Reporting.

1.2 Gender Pay Gap is concerned with variances in the average earnings of men and women, regardless of role or seniority. It is a broader measure of capturing any pay inequalities from variances in the sorts of jobs performed by men and women and the gender composition of our workforce by seniority.

1.3 The attached Gender Pay Gap Data Analysis provides an update due for publication in March 2019.

2. Cabinet Member Introduction

2.1 Not required for the Staffing and Remuneration Committee.

3. Recommendations

3.1. To note the results of the Gender Pay Gap report before we report on the government portal and to be aware that following publication the Council may receive both external and internal interest in the data.

4. Reason for decision

4.1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 sets out that the gender pay gap report for public authorities, which have 250 or more employees on the 31st March 2018, is required to be published no later than 30th March 2019. The report must be based on data as at 31st March 2018.

5. Alternative options considered

5.1. Not Applicable

6. Background information

- 6.1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all public authorities with 250 or more employees to prepare and publish specific figures regarding their Gender Pay Gap.
- 6.2. Under this legislation, the Council is obliged to report publicly every year on the differences in aggregate pay and bonuses of men and women.
- 6.3. Gender Pay Gap is concerned with variances in the average earnings of men and women, regardless of role or seniority. This is different to equal pay which deals with the pay differences between men and women who carry out the same or similar jobs (paying men and women differently for the same job has been prohibited by equal pay legislation since 1975).
- 6.4. Gender pay gaps do not automatically mean there are equal pay issues and the absence of pay gaps does not rule out potential equal pay problems. In fact, the causes of the gender pay gap are varied and overlapping often originating outside of the workplace, such as stereotypical representations of men and women and standards in careers advice and guidance.
- 6.5. The Gender Pay Gap captures not only issues within organisations but also any pay inequalities resulting from variances in the sorts of jobs performed by both men and women and the gender composition of the workforce by seniority.
- 6.6. The Council are required to publish figures confirming the following:
 - 6.6.1. Gender pay gap in mean hourly pay
 - 6.6.2. Gender pay gap in median hourly pay
 - 6.6.3. Mean bonus pay gender pay gap
 - 6.6.4. Median bonus pay gender pay gap
 - 6.6.5. Proportion of males and females receiving bonus pay
 - 6.6.6. Proportion of males and females in each quartile pay band
- 6.7. From undertaking the relevant calculations we can confirm the following findings:
 - 6.7.1. There is a slight difference of 3.9% (£0.75p) in the mean hourly rate of pay of males and females. When comparing this to last year's return there has been a minor increase of 2.9%. As this is a variance of less than +/- 5% it is not considered statistically significant by the Equality and Human Rights Commission.
 - 6.7.2. The median hourly rate of pay for both men and women is the same, at £17.03 per hour. This hourly rate is equivalent to PO1 spinal point 34, which correlates with our median annual salary illustrated in our annual Pay Policy Statement.
 - 6.7.3. The Council does not operate a bonus payment scheme and therefore does not have a gender pay gap for this. A return of 0% has been recorded against this.
 - 6.7.4. There have been no significant changes to the profile of the organisation or changes in our approach to pay and grading during the period since the last gender pay gap analysis. The results are sensitive to the changes in personnel over that time and our staff turnover for the same period was approximately 13% which, together with attrition within the pay scales, accounts for the slight variation for March 2018

- 6.7.5. We do not foresee any major issues or risks arising from publishing our Gender Pay Gap data, as it appears that we do not have a high Gender Pay Gap.
- 6.7.6. Full details of the Council's Gender Pay Gap can be found in Appendix A.
- 6.7.7. Details of last year's analysis is shown in Appendix B.
- 6.8. To follow are possible risks and issues that could arise following on from the publication of the Council's Gender Pay Gap reporting:
 - 6.8.1 It is a legal requirement for all relevant employers to publish figures regarding their gender pay gap. Failing to report within one year of the snapshot date is unlawful. The Equality and Human Rights Commission has the authority to enforce any failure to comply with regulations. Moreover, not reporting or reporting a significant gap in pay figures may lead to reputational damage for the Council and issues attracting talent.
 - 6.8.2 If a significant gender pay gap is identified, the Council could be faced with a rise in claims stemming from perceived gender pay discrimination

7. **Contribution to strategic outcomes**

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

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

8.1 **Assistant Director of Corporate Governance Comments**

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

8.2 **Chief Finance Officer Comments**

There are no financial implications arising from this report.

8.3 **Equalities Comments**

The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:

- 8.3.1 Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.
- 8.3.2 Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- 8.3.3 Foster good relations between people who share a relevant protected characteristic and people who do not share it;

8.3.4 The public sector equality duty covers those with 'relevant protected characteristics': age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships in relation to employment issues.


9 Use of Appendices

9.1 Appendix A - Haringey Council's 2018 Gender Pay Gap Data Analysis


9.2 Appendix B – Haringey Council's 2017 Gender Pay Gap Data Analysis

10 Local Government (Access to Information) Act 1985

Not Applicable

Gender Pay Gap Reporting - 31 March 2018							
Statutory Reporting Data				Extra Data for London Councils Benchmarking			
Pay Rates		Gender Pay Gap		Female Pay as a percentage of Male Pay	Hourly Rate (Female)	Hourly Rate (Male)	Difference
Mean Hourly Rate		3.9%		96.1%	£18.35	£19.10	£0.75
Median Hourly Rate		0.0%		100.0%	£17.03	£17.03	£0.00
Pay Quartile Information				Workforce Composition			
Pay Quartiles		Female	Male	Total	Female Headcount	Male Headcount	Total Headcount
Proportion of females and males paid above the 75th percentile.		60%	40%	100%	309	209	518
Proportion of females and males paid between the median and 75th percentile.		68%	32%	100%	354	165	519
Proportion of females and males paid between the median and 25th percentile.		76%	24%	100%	393	126	519
Proportion of females and males paid below the 25th percentile.		59%	41%	100%	307	212	519
Bonus Information				Additional Information			
Bonus Pay		Gender Bonus Gap		Female Bonus as a % of Male Bonus	Bonus Pay (Female)	Bonus Pay (Male)	Difference
Mean Bonus		0.0%		100.0%	£0	£0	£0
Median Bonus		0.0%		100.0%	£0	£0	£0
Bonuses Paid							
Females paid a bonus as % of all females		0%					
Males paid a bonus as % of all males		0%					

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Gender Pay Gap Reporting - 31 March 2017							
Statutory Reporting Data				Extra Data for London Councils Benchmarking			
Pay Rates		Gender Pay Gap		Female Pay as a percentage of Male Pay	Hourly Rate (Female)	Hourly Rate (Male)	Difference
Mean Hourly Rate		1.0%		99.0%	£18.70	£18.89	£0.19
Median Hourly Rate		1.9%		98.1%	£16.86	£17.19	£0.33
Pay Quartile Information				Workforce Composition			
Pay Quartiles	Female	Male	Total	Female Headcount	Male Headcount	Total Headcount	
Proportion of females and males paid above the 75th percentile.	62%	38%	100%	348	210	558	
Proportion of females and males paid between the median and 75th percentile.	67%	33%	100%	373	187	560	
Proportion of females and males paid between the median and 25th percentile.	74%	26%	100%	412	147	559	
Proportion of females and males paid below the 25th percentile.	61%	39%	100%	343	217	560	
Bonus Information				Additional Information			
Bonus Pay		Gender Bonus Gap		Female Bonus as a % of Male Bonus	Bonus Pay (Female)	Bonus Pay (Male)	Difference
Mean Bonus		0.0%		100.0%	£0	£0	£0
Median Bonus		0.0%		100.0%	£0	£0	£0
Bonuses Paid							
Females paid a bonus as % of all females		0%					
Males paid a bonus as % of all males		0%					

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Report for: Staffing and Remuneration Committee

Item number:

Title: Pay Policy Statement 2019-20

Report

authorised by: Richard Grice - Director for Customers, 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 19th March 2018.

1.2 The attached Pay Policy Statement provides an update for publication in April 2019.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

3.1. That the Committee approve the draft Pay Policy Statement 2019/20, attached at Appendix A.

3.2. The Director for Customers, 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 18th March 2019.

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, Sections 5 and 12, and Appendices A and B of the Pay Policy Statement may need updating depending on the progress of any pay negotiations with the trade unions and the outcomes of the senior managers pay review. 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 Director for Customers, 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 direct financial implications arising from this report.

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 2019/20

Published
April 2019

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 18th March 2019 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 pay and grading arrangements for Chief Officers and Senior Managers and employees covered by the National Joint Council (NJC) for Local Government Services Green Book.
- 3.2 The Council's vision included the provision to adopt a reward strategy that was modern, sustainable, fair and transparent concerning pay, which rewards employees 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 In 2018/19 a pay and grading review for employees covered by NJC terms and conditions was completed, during which time a new London Pay Spine was agreed by the Local Government Association (LGA), London Councils and the trade unions for implementation in April 2019 as part of a 2 year pay deal.
- 3.5 For NJC employees the new London Pay Spine will be implemented in April 2019 and the outcomes of the pay and grading review will be implemented as agreed with the recognised trade unions.

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. 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 £60,300 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 In April 2018 special salary arrangements were agreed for London for NJC employees covering the period of 1 April 2018 to 31 March 2020. The agreement sets out the criteria for pay awards in April 2018 and 2019 and a new London Pay Spine in April 2019. Refer to Appendix B for more detail.

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 new local collective agreement for 2019 which covers the majority of its employees (employees subject to NJC conditions). This agreement details the terms and conditions, 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 2018 and 2019. The agreement sets out the criteria for the pay awards in September 2018 and September 2019. 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 2018. 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 2018. Refer to Appendix B for more detail.
- 5.12 Employees subject to NJC and Soulbury 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 NHS conditions are able to progress through the steps in their pay band subject to the principles set out in the Framework Agreement on the reform of Agenda for Change (27th June 2018).
- 5.14 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.
- 5.15 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 £10.55 per hour with effect from 5th November 2018 and is equivalent to a full time annual salary of £19,803.53 (exceptions to this are apprentices/trainees/interns).
- 5.16 In November 2018 the Council became an accredited Living wage Employer and will continue to work towards ensuring all workers in the supply chain are paid the relevant Living Wage.

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 2018-2019 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 on the lowest pay spine point of 1 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay spine point 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 when necessary to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.14.

Description	2018/19
Highest Paid	£190,523.20*
Median	£32,637
Lowest	£19,803.53
Highest to median ratio	5.8
Highest to Lowest ratio	9.6

*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 Market Allowance Payments

9.1 The Council acknowledges that our employees are our best asset and that due to external factors market allowances will be required for some posts in order to attract and retain good staff.

9.2 Market 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 market 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 market 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 market 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 outlined 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.
- 12.3 The 2008 agreement will be replaced by a new agreement for 2019 as agreed with the unions.

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 pay and grading 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

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

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 2018 to 31 March 2020. <u>w.e.f. 1 April 2018</u> An increase of 2% on pay spinal points 20 and above and an increase of between 2.91% to 9.19% on pay spinal points 19 and below. <u>w.e.f. 1 April 2019</u> Assimilation on to a new London Pay Spine and a pay increase of at least 2%.	1 April 2020
Chief Executive, Chief Officers & Senior Managers	The HAY job evaluation scheme	w.e.f. April 2019 A minimum increase of x% based on the benchmark salary of the pay band.	1 April 2020
Teachers Pay & Conditions - TPAC (centrally employed Teachers)	Teachers Pay and conditions documents	A 1 year pay deal w.e.f. September 2018 An increase of 1.5% on the leadership group pay range; 2% increase on the upper pay range and 3.5% on the unqualified teacher pay range.	1 September 2019 (To be agreed)
Soulbury (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	A 2 year pay deal covering the period of 1 September 2018 to 31 August 2020. w.e.f. September 2018 and September 2019 an increase of 2% on all pay points and on all London and fringe area allowances.	1 September 2020
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 to the Council)	A three-year agreement covering the years from 1 April 2018 to 31 March 2021. Pay increases over this period are as set out in the Framework Agreement on the reform of Agenda for Change (27 th June 2018).	1 April 2021

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Report for: Staffing & Remuneration Committee

Item number:

Title: People Report - December 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

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

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

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

4. Reason for Decision

Not applicable.

5. Alternative Options Considered

Not applicable.

6. Background information

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 A.

6.2 People Report Headlines

- Our established workforce has reduced by 2 (2.4 FTE) since September 2018, an overall reduction of 42 (22.7 FTE) since March 2018.

- The average base pay per employee has continued to remain stable at around £36,000.
- Overall, the Council's engagement of agency, interim and consultants has reduced by 8% since March 2018. However, in December 2018 there has been a slight increase to cover seasonal variations.
- In the last rolling year period (January 2018 to December 2018) 61% of leavers went through resignation or retirement and a further 20% due to redundancy.
- The average days lost and cost of sickness absence has continued to increase slightly.
- Recorded My Conversation outcomes have improved significantly for January 2019 (84%) when compared to July 2018 (72%). The overall return rate, including those out of scope, for the latest collection was 94%, which achieved and exceeded the Council's set target of 85%.

7. Contribution to strategic outcomes

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

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

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers; and 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 March 2018 to December 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.

8.2 Assistant Director of Corporate Governance

There are no legal implications arising from the report.

9. Use of Appendices

Appendix A - People Report (December 2018)

10. Local Government (Access to Information) Act 1985

Not applicable.

People Report



Haringey Council Dec-18

Appendix A

Measure	Data Period	Reporting Period					% Change
		Mar-18	Jun-18	Sep-18	Dec-18	Status	
Established Workforce							
Headcount	M	2205	2207	2165	2163	↓	-0.1
FTE	M	1985.2	1975.6	1964.9	1962.5	↓	-0.1
Cost base pay - monthly (£000)	M	£5,838	£5,954	£5,923	£5,935	↑	0.2
Cost base pay - annualised (£000)	M	£70,060	£71,444	£71,076	£71,076	→	0.0
Average cost per FTE (£000)	M	£35.3	£36.2	£36.2	£36.2	↑	0.1
Off Payroll Workforce - Agency							
Headcount	M	358	307	316	329	↑	4.1
FTE	M	278.0	264.0	275.3	287.1	↑	4.3
Cost - monthly (£000)	M	£1,292	£1,209	£1,237	£1,394	↑	12.7
Cost - annualised (£000)	M	£15,501	£14,513	£14,847	£16,726	↑	12.7
% Agency of total workforce	M	12.3	11.8	12.3	12.8	↑	
Off Payroll Workforce - Consultants/Interims							
Headcount	M	21	14	17	20	↑	17.6
FTE	M	20.2	13.4	15.4	17.6	↑	14.3
Cost - monthly (£000)	M	£241	£136	£169	£149	↓	-11.7
Cost - annualised (£000)	M	£2,896	£1,631	£2,024	£1,788	↓	-11.7
Total Workforce (Established + Agency/Consultants/Interims)							
Headcount	M	2584	2528	2498	2512	↑	0.6
FTE	M	2283.4	2253.0	2255.7	2267.1	↑	0.5
Cost - monthly (£000)	M	£7,371	£7,299	£7,329	£7,478	↑	2.0
Cost - annualised (£000)	M	£88,457	£87,589	£87,947	£89,589	↑	1.9
Leavers							
Headcount	RY	298	272	312	295	↓	
FTE	RY	262.7	242.1	253.7	240.3	↓	
% Resignation/retirement	RY	63	68	62	61	↓	
% TUPE	RY	1.3	0.0	5.8	6.0	↑	
% Redundancy	RY	23.5	19.1	19.2	20.0	↑	
% Other	RY	11.7	12.9	12.8	14.0	↑	
Starters							
Headcount	RY	248	255	258	249	↓	
FTE	RY	219.3	222.9	229.5	227.3	↓	
% Permanent appointments	RY	69.4	67.8	67.1	65.5	↓	
% Fixed term appointments	RY	25.8	30.2	32.2	33.7	↑	
% Temporary appointments	RY	4.8	2.0	0.8	0.8	→	

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows
The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

The workforce headcount has continued to reduce in December 2018.
Our average cost per FTE remains stable at approx. £36K.
33% of the Council's workforce falls within Priority X.

The utilisation of agency workers has increased by 4.1%. Whilst the Council aims to reduce agency usage there will always be pockets across the organisation that use agency workers to help deliver services. The Council will continue to monitor this to ensure that the usage does not increase significantly.
With 30%, Priority 1 continues to have the highest number of agency workers across the Council, which may be due to the need to fill pivotal vacant posts in a timely manner to minimise disruption to the service it offers our residents.

There has been an increase in the number of consultants/ interims engaged by the Council when compared to September 2018.
The majority of consultants/ interims are currently engaged in Priority X.

Overall, the Council's headcount & FTE have increased slightly which has resulted in an increase in costs in December 2018. Since March 2018 the Council's headcount has reduced by 72.

The Council has had 295 leavers during the rolling period of January 2018 to December 2018 with 61% leaving due to resignation or retirement.
Priority 1 has had the highest number of leavers with the majority of roles from Early Help.
In December 2018, 20% of leavers were due to Redundancy with the majority of these from Priority areas 1, 2 and 3.

The number of new starters employed by the Council has decreased slightly when compared to the last rolling year period by 9.
In December 2018, the percentages of permanent, fixed term and temporary appointments are broadly similar to those of September 2018.
Priority X has had the highest level of recruitment activity in the last rolling year with 57% of new starters being offered a permanent contract. Customer Services and Libraries attributed to 39% of new starters.

People Report
Haringey Council
Dec-18



Appendix A

Measure	Data Period	Reporting Period	% Change	Analysis
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People Report
Haringey Council
Dec-18



Measure	Data Period	Reporting Period	% Change
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Sickness Absence

	Mar-18	Jun-18	Sep-18	Dec-18	Status	Dec18-Sep18
Sickness rate (average days)	8.4	8.9	9.0	9.2	↑	2.3
Long term sickness rate (20+ days)	5.2	5.6	5.5	5.7	↑	3.6
Short term sickness rate (<20 days)	3.2	3.3	3.4	3.4	↑	0.2
Sickness cost (£000)	£1,992	£2,222	£2,240	£2,392	↑	6.8

My Conversation Outcomes

	Jan-18	Jul-18	Dec-18	
% My Conversation outcomes	40	72	84	↑
% Nil return	58	22	6	↓
% Out of scope	2	6	10	↑
% Excellent achiever	5	5	7	↑
% Strong achiever	14	14	16	↑
% Ambitious achiever	18	17	19	↑
% Haringey gold	25	33	30	↓
% Task motivated	5	4	5	↑
% Values motivated	4	5	5	→
% Task focused	9	9	11	↑
% Values driven	5	6	4	↓
% Scope to improve	16	6	4	↓

Data Period = Period the data relates to:
M = Month (based on snapshot within the month)
RY = Rolling Year (based on 12 rolling months)

Status Arrows
The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

Analysis

Council Sickness Target: 6 days
The average days lost and cost of absence has increased slightly when compared to the previous quarter. Priority 3 currently has the highest sickness rates across the Council. December 2018 data was not available at the time of producing the report and alternatively November 2018 data has been used.

The overall Council return rate for My Conversation was 94%, a 16% increase from July 2018 collection. All Corporate Board members committed to aiming to achieve an 85% return rate target, which the Council achieved and exceeded. Of the 94%, 84% had a My Conversation Map position and this has increased by 15% when compared to the previous data collection in July 2018. The % of nil returns have decreased by 16%.
HR Business Partners will continue to work with service areas with regards to compliance, quality and moderation of My Conversation.
The next My Conversation data collection will be July 2019 for the period January to June 2019.

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Report for: Staffing & Remuneration Committee, 11th February 2019

Item number:

Title: HR Policy Review Progress Update

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

Lead Officer: Ian Morgan, Reward Strategy Manager

Ward(s) affected:

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

1 Describe the issue under consideration

The report outlines the progress made to the HR policy review and details of policies to be reviewed in the coming months.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

The Committee to note the report.

4 Reason for Decision

The need for a review of HR policies was outlined to Committee in October 2018. Approval was given to carrying out a review of existing HR policies and guidelines with the aim of ensuring that our policies are compliant and fit for purpose in the light of recent changes in case law and employment practices.

5 Alternative options considered

Not applicable. The report is a progress report and is for noting.

6 Background information

6.1 The format of HR policies and guidance notes have been amended to better reflect the different nature of the two documents. The main document (the policy) outlines the main purpose of the policy, what the organisation is trying to achieve, a clear indication of who it applies to, the key provisions and the core principles and accountabilities.

6.2 The practice note on the other hand expands on the policy to set out the organisation's operational requirements. The practice note summarises of the roles and responsibilities as they relate to managers, individuals, the HR team and, where appropriate, staff representatives. In addition timescales for the completion of each element will be given, where applicable.

6.3 Developing a comprehensive communication and training plan for new policies is critical in ensuring that managers are aware of their role in carrying out day to day practical application of the policy, and in ensuring that staff are made aware of the changes and where they can access the information. HR Advisers, as the first point of contact to give advice and guidance on policy implementation, will be involved in the content and delivery of the training programme.. Internal communications are arranged in conjunction with the Communications team.

6.4 HR policies scheduled for approval by the Staffing & Remuneration Committee have already been through a number of stages to ensure that all relevant stakeholders have the opportunity for comment.

Stage 1	New or updated version formulated by HR
Stage 2	Legal services provide comments regarding new or amended legislation and / or case law.
Stage 3	Trades union input and comments are facilitated through the monthly Corporate IR meeting
Stage 4	Corporate Board consider the drafts of all HR policies
Stage 5	CEJCB review draft (where the timing of the meetings allows for this)
Stage 6	Approval of final version by S&R Committee

The time it takes to complete the stages varies depending on the amount of revision needed, the complexity of the content and the timing of governance meetings.

6.5 For ease of review, signposting and navigation we have started to group the HR policies into clusters. The cluster titles include but are not limited to:

- Family Friendly – Adoption, Maternity, etc.
- Leading & Coaching – Grievance, Code of Conduct, etc.
- Managing Change – Restructuring, Redeployment, etc.
- Resourcing – Recruitment, Induction, etc.
- Work & Wellbeing – Flexible Working, etc.

6.6 The policies currently undergoing review include:

- An update to the Code of Conduct. Comments have been received on the first draft and it will now be sent to legal for their comments.
- Family Leave Practice Note which combines into one practice note existing Employee and Managers Guidelines for Maternity Leave, Adoption Leave and Leave for Nominated Carers. The new document has been updated to include details of Parental Leave and Shared Parental Leave.
- Recruitment Practice Note. This is an update to the existing guidelines which need reviewing in the light of changes to the internal recruitment process.

- Dignity at Work policy, which updates and widens the scope of the existing Bullying & Harassment policy to include discrimination and victimisation.
- Employment Reference Practice Note. A new practice note which gives managers clear guidance on the process to be followed if they are asked to provide a reference in connection with an application for employment.

Policy revisions which are planned for the coming months include

- Sabbaticals Policy. This is provisional as research will be undertaken to look at the current practice across neighbouring boroughs before a decision is taken whether a separate policy is needed to cover requests or whether they can be accommodated as part of an existing policy.
- A review of all the policies that influence and inform our Planned and Unplanned Leave practices. This will include policies and guidelines relating to TOIL, flexi-time, family leave, sickness absence, disability leave and special leave. As a number of these policies are interlinked, a working group will be set up to look at them holistically making sure that they are consistent and that they all meet the council's equality and diversity agenda in establishing an inclusive workforce.
- An updated Social Media policy to be owned and revised jointly by HR, IT and Communications. Recent changes to internal systems and processes require a policy to better meet our needs.
- The policies relating to Redundancy, Retirement, Restructure and Redeployment need revision to reflect the changes due to be made to the pay and grading arrangements from April 2019.

8 Contribution to strategic outcomes

Not applicable.

9 Statutory Officers' comments

9.1 Chief Finance Officer

There are no financial implications arising from the report.

9.2 Assistant Director of Corporate Governance

There are no legal implications arising from the report.

10 Use of Appendices

Not applicable.

11 Local government (Access to Information) Act 1985

Not applicable.

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

Document is exempt

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