

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Monday, 25th March, 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 11 below. New items of exempt Urgent Business will be dealt with at agenda item 12 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 11 February 2019.

## **7. SENIOR MANAGER PAY REVIEW (PAGES 7 - 12)**

The purpose of this report is to provide the Committee with recommendations for the conduct of the Senior Managers' Pay Review for 2019.

## **8. REWARD STRATEGY**

To receive a verbal update.

## **9. COUNCIL'S USE OF CONSULTANTS**

To receive a verbal update.

## **10. POLICY REVIEW UPDATE**

To receive a verbal update.

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

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

## **12. ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items of exempt urgent business as identified at item 3. The Committee will be required to pass a resolution to exclude the press and public should there be any exempt urgent business.

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, 15 March 2019

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**MINUTES OF THE MEETING OF THE STAFFING AND  
REMUNERATION COMMITTEE HELD ON MONDAY, 11TH  
FEBRUARY, 2019, 7.00 - 8.35 pm**

**PRESENT:**

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

**8. 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.

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

None.

**10. URGENT BUSINESS**

None.

**11. DECLARATIONS OF INTEREST**

None.

**12. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

**13. MINUTES**

**RESOLVED** that the minutes of the meeting held on 17 December 2018 be approved as a correct record of the meeting, subject to the following amendment:

Minute item 23 – amendment to the overspend quoted, which should read:  
“The current position was that there would be an estimated overspend of £800k in 2019/20 (compared to £605k in 2015/16).”

**14. REVIEW OF THE CHILDREN'S SERVICES RECRUITMENT AND RETENTION  
OFFER**

Members noted the report as set out.

NOTED:

- The annual turnover of staff was high compared with the rest of the Council, however there staff worked an average of five years for the Authority. Exit interviews were carried out, and it was accepted that whilst some of the feedback may be useful, it was worth remembering that the person leaving may not necessarily be leaving the Authority by choice and the feedback may reflect that.
- There were a number of reasons why staff left the Authority – more money elsewhere, loss of interest in the job, and there was evidence that some people preferred to be employed as agency workers, as they were able to move around jobs more quickly.

The Committee requested that an update on recruitment and retention for Children's Services be provided for each Staffing and Remuneration Committee meeting.

**RESOLVED that**

- i. **The proposed changes to the Recruitment & Retention Offer schedule of payments as set out below and detailed in full in Appendix A be approved; and**
- ii. **The proposal to run the scheme for a further three years subject to an annual management review and update to the Staffing & Remuneration Committee be approved.**

**15. MODERN REWARD STRATEGY**

Ian Morgan, Reward Strategy Manager, provided a verbal update. The Council would be adopting a new pay spine in April, and were moving towards new pay and grading arrangements.

The Committee noted the update.

**16. GENDER PAY GAP**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. It was mandatory for the Council to report on gender pay gaps annually. The figures were encouraging, and the report would be published following the Staffing & Remuneration Committee meeting.

**RESOLVED that the results of the Gender Pay Gap report be noted before the Council submit to the government portal, and that the Committee be made aware that following publication, the Council may receive both external and internal interest in the data.**

**17. PAY POLICY**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. It was a statutory obligation of the Staffing and Remuneration Committee to put the pay policy forward to Full Council for adoption. There were some minor amendments still to make, however these could be completed following the meeting, with the approval of the Chair and Directory for Customers, Transformation and Resources.

Officers responded to questions from the Committee:

- Information relating to staff earning over £100k was published on the Council's website.
- In relation to the timing of interviews, and the decision at Staffing and Remuneration Committee, this would need to be further explored as part of developing the practice note for senior management recruitment. Members were of the view that there should be a delay between the interviews and the committee meeting.

The Committee requested that a copy of the audit of the Hayes contract be circulated to the Committee, along with any audits relevant to HR matters.

**RESOLVED that**

- i. **The Committee approve the draft Pay Policy Statement 2019/20, attached at Appendix A;**
- ii. **The Director for Customers, Transformation & Resources be authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement, as he considers minor;**
- iii. **The Committee remits the Pay Policy Statement (as amended, if applicable) for endorsement by Full Council on 18 March 2019.**

**18. PEOPLE REPORT DECEMBER 2018**

Ian Morgan, Reward Strategy Manager, introduced the report as set out.

Officers responded to questions from the Committee:

- Return to work interviews were carried out after sickness absences.
- Further information could be provided to a future meeting regarding how sickness absence compared with other boroughs.
- The consultants in Priority X were mainly working on the FOBO project. The number of interims were low compared to previous years.
- Members requested a list of all projects where consultants had been appointed, and it was advised that as contractors were not employees of the Council, this was not within the remit of the officers supporting the Committee. A request could be made to Corporate Board for information on contractors to be provided to the Committee.

**RESOLVED that the report be noted.**

**19. HR POLICY REVIEW PROGRESS**

Ian Morgan, Reward Strategy Manager, introduced the report as set out. A number of policies had been reviewed, and were with the relevant departments for comments. Requests had been made to review the policies on sabbaticals, planned/unplanned leave, social media, redundancies/retirement/employment.

Members requested that consideration of paid leave for victims of domestic violence be included in the relevant policy.

**RESOLVED that the report be noted.**

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

Mark Rudd, Assistant Director for Corporate Resources, introduced the report as set out. The postholder had been acting up into the Assistant Director role for longer than two years. The Director of Customers, Transformation and Resources, had taken the decision to assimilate the postholder into the role rather than advertise the post, as the postholder had completed a competitive interview in order to act in to the role.

The Chair commented on the importance of handling situations like this properly in the future, so that other staff members were not left in the same position.

**RESOLVED that the assimilation of the prospective postholder to the role of Assistant Director for Customer Services and Libraries on a permanent basis with immediate effect be approved.**

**21. NEW ITEMS OF URGENT BUSINESS**

None.

**22. DATES OF FUTURE MEETINGS**

25 March 2019

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

**RESOLVED that the press and public be excluded 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); paragraph 1, information relating to any individual.**

**24. MINUTES**

**RESOLVED that the minutes of the meeting held on 15 January 2019 be approved as a correct record.**

Post meeting note: The minutes of the meeting held on 15 January 2019 have since been updated to reflect that part of the minutes were now public.



CHAIR: Councillor Julie Davies

Signed by Chair .....

Date .....

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**Report for:**                **Staffing & Remuneration Committee**

**Item number:**

**Title:**                    **Senior Manager Pay Review**

**Report  
authorised by :**        **Zina Etheridge – Chief Executive and Head of Paid Service**

**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**

The purpose of this report is to provide the Committee with recommendations for the conduct of the Senior Managers' Pay Review for 2019.

**2.     Cabinet Member Introduction**

Not applicable.

**3.     Recommendations**

Approve a pay award for Senior Managers of 2%.

**4.     Reason for Decision**

The Committee agreed, at its meeting on 14th September 2015, to review the parameters of the conduct of the Senior Managers' Pay Review each year and delegate responsibility for managing the annual review, including addressing any anomalies such as recruitment and retention supplements, to the Head of Paid Service.

**5.     Alternative options considered**

This is a report back item.

## **6. Background to the Senior Managers' Pay Review**

- 6.1 April 2019 will see significant changes to the pay and grading arrangements for the rest of the workforce, i.e. those on NJC terms and conditions, necessitated by the introduction of new national and regional pay spines.

The result guarantees everyone an increase on base pay of at least 2% but the actual percentage can vary according to an individual's existing position on the pay spine.

This is an opportunity to closer align the Council's approaches to reward for this group and the senior manager population.

The recommendation for the Senior Managers' Pay Review is therefore to mirror the guarantee for the rest of the workforce and increase senior manager pay by 2%.

- 6.2 The eligible senior management positions are defined as Directors and Assistant Directors; and Heads of Service reporting directly to a Director, Assistant Director. A summary of senior management positions, together with their associated pay bands, is set out in Appendix A.
- 6.3 Individuals on NHS, Teachers or Soulbury terms and conditions are excluded from the senior managers' pay review as they have their own arrangements.
- 6.4 The pay bands for senior managers were devised in 2015 and are subject to periodic review. We are recommending that the senior manager pay bands be revised to reflect the recommended pay award for 2019. Thus avoiding overlap with the new NJC pay spine. The revised pay bands are set out in Appendix A.

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

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

## **8. Statutory Officers' comments**

### **8.1 Chief Finance Officer**

The 2019/20 Budget and Medium Term Financial Strategy (2019/20 – 2023/24) approved by Full Council on 25th February 2019 contains adequate provision to fund the cost of the pay increase set out in this report.

**8.2 Assistant Director of Corporate Governance**

The Assistant Director of Corporate Governance has been consulted on this report. There are no legal implications arising from this report.

**9. Use of Appendices**

Appendix A – Conduct of the Senior Managers' Pay Review 2019

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

Not applicable.

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## Conduct of the Senior Managers' Pay Review for 2019

### Overview

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

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

Having discontinued the hard link with the outcomes of the Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) the Council needed new arrangements to fulfil the pay review commitments for senior managers.

We have set out below the main parameters for the conduct of the pay review for 2019.

### Eligibility

To be eligible for the 2019 pay review individuals must have been employed on or before 1<sup>st</sup> October 2018 and have successfully passed their probationary period, and hold a senior management position as set out below on 1<sup>st</sup> April 2019.

Senior managers employed after 1<sup>st</sup> October 2018 will be eligible for consideration in the supplementary review planned for 1<sup>st</sup> October 2019.

### Population

The eligible senior management positions are defined as Directors, Assistant Directors; and Heads of Service reporting directly to a Director or Assistant Director.

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

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

### Exclusions

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

Summary of Senior Management Roles					
Level	People Leader	Individual Contributor	Grade	People	Posts
A	Chief Executive		HA2	1	1
B	Director / Assistant Director		HB3	1	1
			HB2	8	8
			HB1	6	11
C	Head of Service	Senior Professional III	HC3	11 + 1	13 + 1
			HC2	20 + 5	27 + 6
			HC1	16 + 20	22 + 23

### Budget

The budget for the senior manager pay award will be based on a market adjustment of 2%. There will be no budget for progression.

### Pay Bands

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

Pay Bands – Effective from 1 <sup>st</sup> April 2019 – Provisional						
Level	People Leader	Individual Contributor	Step	Min.	Mid. (benchmark)	Max.
A	Chief Executive		HA2	£180,700	£195,400	£210,100
B	Director / Asst. Director		HB3	£142,500	£154,000	£165,600
			HB2	£116,100	£125,500	£134,900
			HB1	£99,600	£107,700	£115,800
C	Head of Service	Senior Professional III	HC3	£84,400	£92,700	£99,000
			HC2	£72,100	£78,300	£84,200
			HC1	£62,200	£67,200	£71,900